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COMMUNITY
BUILDINGS
for
INDUSTRIAL
TOWNS



JALLADE, LINDSAY & WARREN, ARCHITECTS & ENGINEERS
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Community Buildings

for

Industrial Towns

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Are You Interested in Planning a Building for an Industrial Town?

Do You Know

The essential principles and important considerations involved in such a project?

What equipment is necessary?

What outdoor facilities are desirable?

How to plan for the operation of the building?

How to develop a program of activities?

The information included in this booklet on existing community buildings, and the suggestions offered for the planning and conducting of proposed buildings, are the result of a study of a number of centres which are functioning successfully in industrial communities throughout the country. It has been prepared to help meet the need of the large number of industrial organizations and individuals who are seeking advice and suggestions.

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Introduction

While the past twenty years have seen a more or less sporadic development in the community building movement, it remained for the war to provide a real stimulus for the growth of the idea. In planning for memorials in honor of the men who died in service many communities have come to feel that the most fitting memorial is the community building which will symbolize the democracy for which our men died and the spirit of service in which they gave their lives.

As a result buildings have sprung up in all types of community, from the rural district to the most cosmopolitan of cities, to house activities of a recreational or service center and to focus the social life of the neighborhood or the community. Interest in the movement is constantly increasing, so convincingly has it been demonstrated that these centers are a large factor in meeting the need of all community groups for educational, social and recreational development.

For the Industrial Town

The need for centers providing recreational opportunities for the worker in his leisure hours has long been realized by industrial organizations, particularly where the industries are situated in remote districts utterly lacking such facilities. The first projects developed to meet this need in general took the form of club houses for employees erected by the management and supported in whole or in part by membership dues. A number of these buildings in size and beauty resemble the prosperous country club. Many of them provide recreational and educational advantages for all members of the family.

In recent years, however, as employers have come to realize more fully the significance of recreational activities which identify the worker with community life, there has been a strong tendency toward the *community house* as representing, perhaps, the ideal center for the industrial town.

The community house where the worker in his leisure hours meets the people of his neighborhood who may or may not be associated with him in industry, helps to provide an outlet for the normal instincts of sociability and companionship. The need for such buildings has been greatly intensified by the passing of the saloon which formerly represented in many towns practically the only social center available to the worker. Along the lines of educational opportunity and civic betterment the community house opens up a broad field of usefulness. Under careful management, with a program that reflects the leisure time needs of all community groups, its possibilities may be said to be practically unlimited.



The Neighborhood Club House at Morgan Park, Minnesota, is an example of an attractive community centre. The building includes a reception hall with kitchen attached, club rooms, nurse's office and several class rooms.

CHAPTER I

Planning the Building

Essential Principles

Whatever the nature of the building erected in an industrial community—whether it be a new building costing many thousands of dollars with the most modern and up-to-date equipment, or an old building inexpensively remodeled—certain essential principles must stand out as vital if it is to have value as a community undertaking and to function effectively.

1. If the building is to be a real community center it must be planned with reference to the needs of boys, girls, young men, young women and adults.

2. The leisure time activities of a community house cannot be limited to the building itself. There should be provision for out-of-door activities and the building should be the center from which all activities will reach out into the neighborhoods of the community.

3. There must be a plan of management in operation which will mean that the employer and employee act together as citizens to make possible for their community a meeting place which all may enjoy, and activities in which all members of the community may share.

4. If it is to truly serve the community; if it is to be a center of neighborliness—the heart of the community—there must be leadership to insure the use of the building in a way which will make for individual happiness and for community spirit.

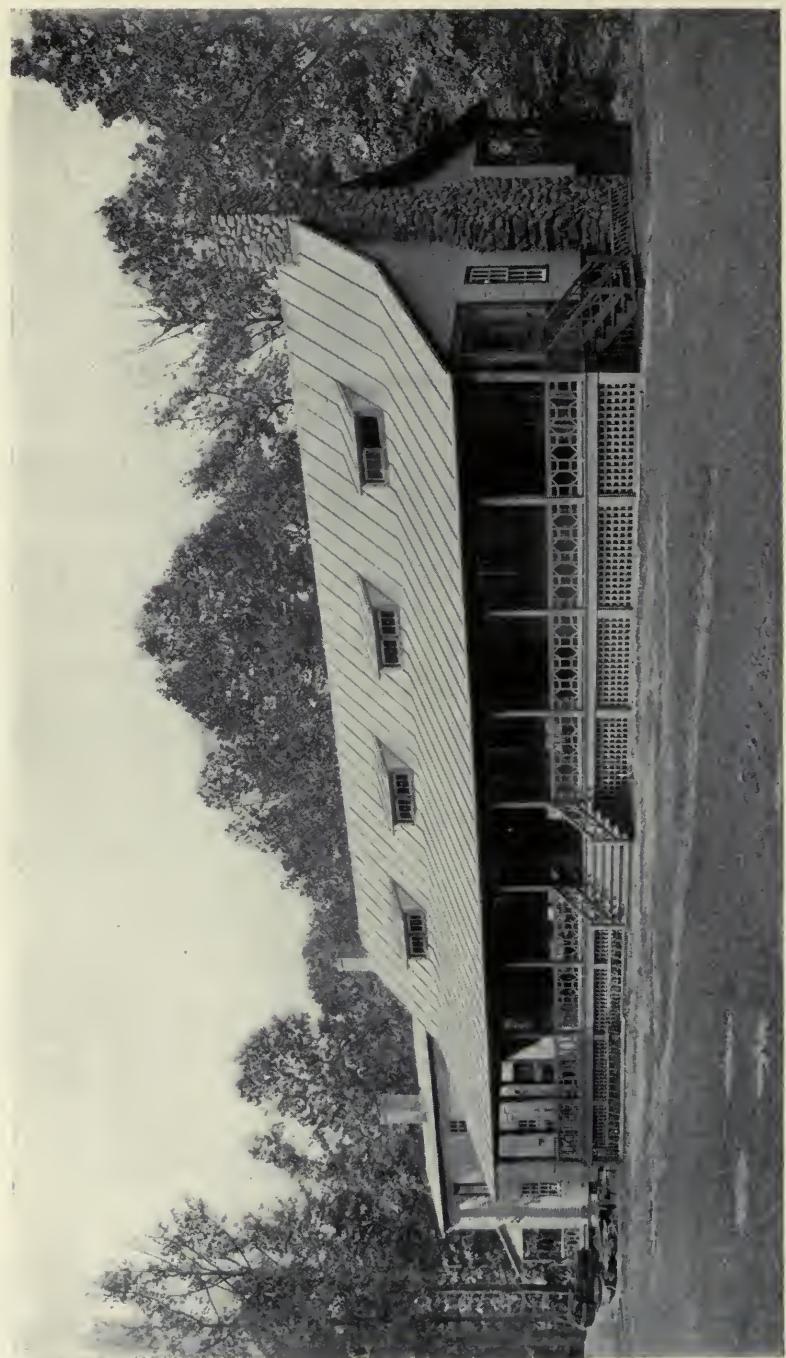
Some Important Considerations

Financing the Construction

The problem of financing the erection of a community building and of maintaining it is an important one, requiring careful consideration. A study of the methods used in financing community buildings in industrial cities shows three general plans for raising funds:

1. *By the industrial firm or firms whose plants are located in the town*
2. *By industrial firms and their employees*
3. *By general subscription to the entire community*

1. Many industrial firms, feeling the need of a recreation building for the use of employees, have constructed such centers under the direction



*Exterior of Recreation Building, Compton and Knowles Loom Works,
Worcester, Massachusetts*

of their welfare or personnel managers. In these cases the company has paid the entire cost of land, building and equipment, has placed the center at the disposal of its employees and, in some cases, of the employees' families under the immediate supervision of a recreation director employed by the company. In such instances the use of the building has meant no responsibility for the employee.

In some other instances the company, while retaining the title to the building, has placed it at the disposal of the workers who have formed an organization and supported and managed the club somewhat independently of the company. In this way a great deal of splendid work has been done which would not have been possible at the time if the employer had not assumed responsibility. There are some communities which are not yet ready to manage or to co-operate to any great extent in the management of projects of this kind, and it devolves upon the manufacturing concerns in such places to point the way, to provide the means, and to develop among the workers the desire and the ability to bear a part of the responsibility of operation and management. Often this is a slow development, but unless such development is fostered and encouraged the work will not make for the greatest possible growth of the individual participant.

2. The method of joint financing by industrial firms and their employees, involving, as it does, cooperative effort, has great advantages in bringing about or increasing the spirit of mutual understanding and interest. It gives the worker a sense of responsibility and membership; it insures a wider use of the building since all who invest in it will see to it that they have their share of the return; it invites better care of the building and its contents, since it is "ours"; it provides a common ground where employer and employee may come together in their leisure time in a friendly manner, may know each other's minds, and, as a result, come to understand each other better. In instances where the community building is a joint undertaking it will be owned by an association made up of all who subscribe. These subscriptions may be made in the form of contributions or through the purchase of stock.

3. The third method of securing funds, that of general subscription by the entire community, makes of the undertaking a real community effort, gives everyone in the community an opportunity for participation and affords a meeting place for all as citizens and neighbors. There are instances in which public-spirited and far-seeing owners of plants have given buildings to their communities to serve all the residents and to be supported as a community undertaking. It is a decided advantage for all to unite in such a community enterprise. An association made up of all subscribers or contributors is formed to hold the title to the property.

Industrial communities in which employers, employees and residents of the town not directly connected with the industry are uniting as citizens in the erection and maintenance of community houses, are building up a community spirit and citizenship which will be permanent and enduring.



*Interior of Recreation Building, Compton and Knowles Loom Works,
Worcester, Massachusetts*

Choosing the Location

The primary requisite for the location of the community building is accessibility. Unless people can reach it easily it will lose much of its opportunity for service. It should be placed with respect to the center of population and with respect to car lines. There is usually a "mental center" which may not be the same as the geographical center or the population center, but it is worthy of great consideration in placing a building which is to have general public patronage. Care should be taken to avoid placing the building in such a manner that it will appear to belong to a certain section alone. If this is done it may be difficult to secure the interest and participation of other districts which the building may serve.

The site should be large enough to give ample light and air space on all sides. If it is possible to plan for a completely equipped athletic field approximately seven acres of ground will be needed. Where a limited amount of land is available it is possible, of course, to plan a fairly adequate outdoor equipment with much less space. It is desirable to have the building adjoining the grounds used for outdoor sports so that dressing rooms, lockers, and showers may be near. While such combination is of distinct advantage it must not be supposed that it overcomes the advantages of a central and easily accessible location.

Standard Features

There can be no stereotyped plan of community building which will fit all industrial towns. The variations in communities are as great as the variations in human beings. As our laws are made to fit the average man so must buildings be planned for the average community with adequate provision made for the contraction, expansion and changing of plans to make the buildings fit particular needs.

In general, however, there are certain features which are felt to be essential for all community buildings, such as an auditorium or large assembly hall with stage and dressing room; a gymnasium which, if funds are limited, may be provided for in the auditorium; small rooms for club meetings, for games and for reading, and a kitchen. Many people feel that a vital feature in making the community building a place of good cheer is a lounge or foyer in the front center of the building through which all visitors enter. The atmosphere of welcome and comfort is greatly enhanced if this room is equipped with a fireplace and comfortable chairs and tables conveniently placed. Adjoining the lounge may be a rest room for women and a smoking room for men.

Desirable features, if funds permit, include a swimming pool, a library and, if there is a decided need, a cafeteria. In some instances, too, it is desirable to provide in the community building headquarters for various community organizations and agencies. Local conditions must, however, determine this.

With the thought in mind that no plans can be given which will meet the needs of all communities, the attempt has been made here to suggest three types of building; for the small, the medium and the large industrial community, incorporating as many as possible of the essential and desirable features which have been mentioned. While these plans vary in layout, size and cost, they may readily be adapted to meet specific needs. Many communities will desire a simpler and less expensive type of building; in which case it will be possible to select the essential features and work out a suitable plan.

Costs

In considering any statement on costs in connection with these buildings it must be borne in mind that the estimates are but rough approximations at best and will fluctuate greatly with change in market conditions. Moreover, they will be influenced considerably by the locality, by local labor and material costs and by the selection of materials and finish made by the building committee. Further, each scheme is subject to certain changes by the addition or omission of minor parts. The costs given are architect's estimates which represent those materials which are satisfactory from the point of view of service and of appearance rather than from varying quality of workmanship. The costs quoted do not include the equipment or furnishings.

A Building for the Small Community

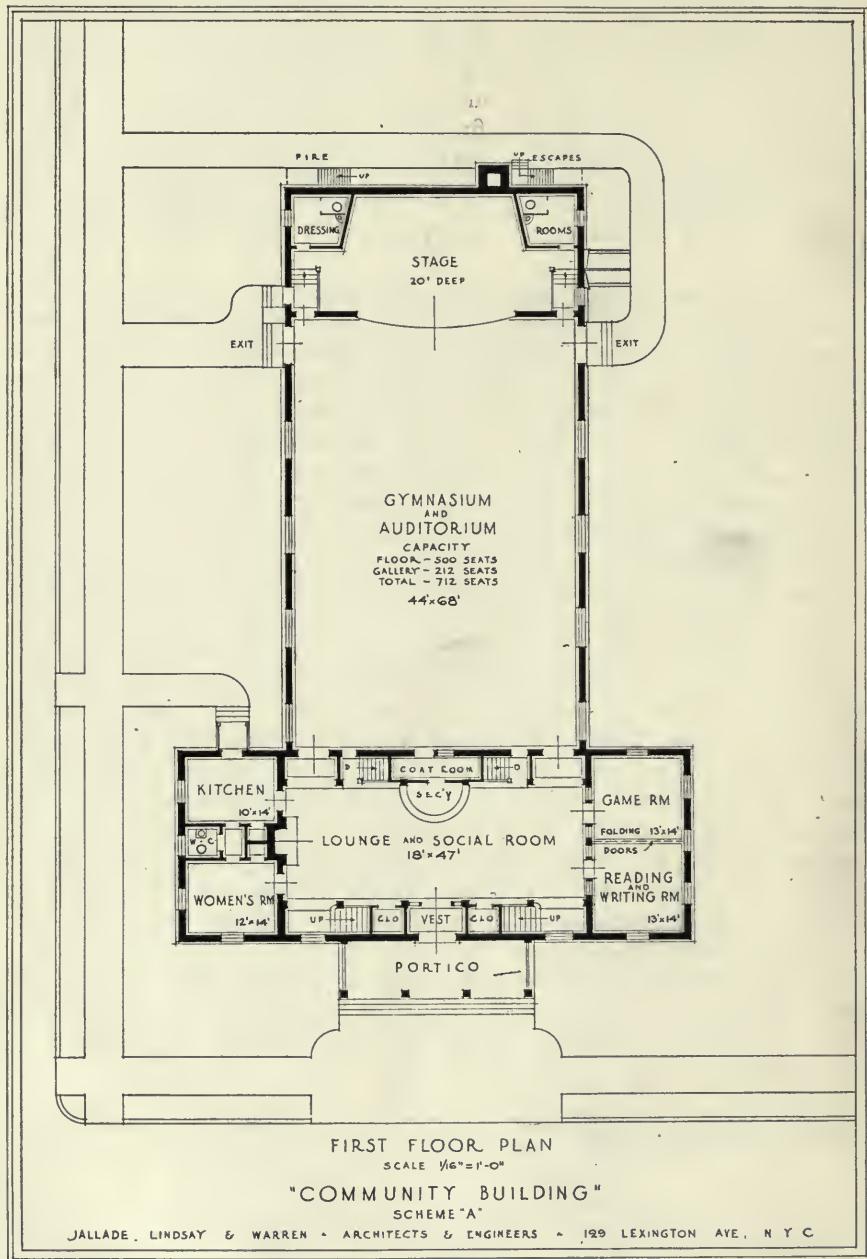
The building represented in Scheme A is suited to the needs of the small community. It requires a lot 80 by 120 feet and has two stories in its main part, with one-story wings. Built with masonry foundations, wood exterior frame above the first floor level, and wood construction throughout it would cost approximately \$45,000.* With masonry foundations, brick exterior walls, wood floor joists and plain finish throughout the cost would be about \$55,000. If the exterior walls have a stone trim, and the first floor is of fireproof construction the cost would approximate \$59,000.

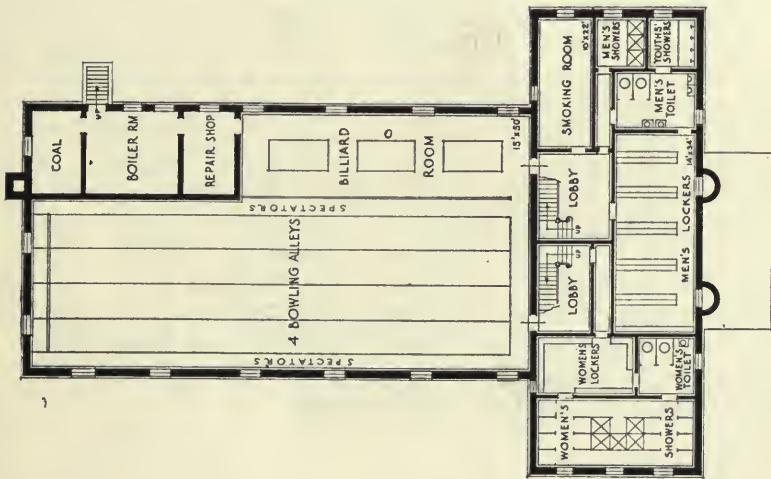
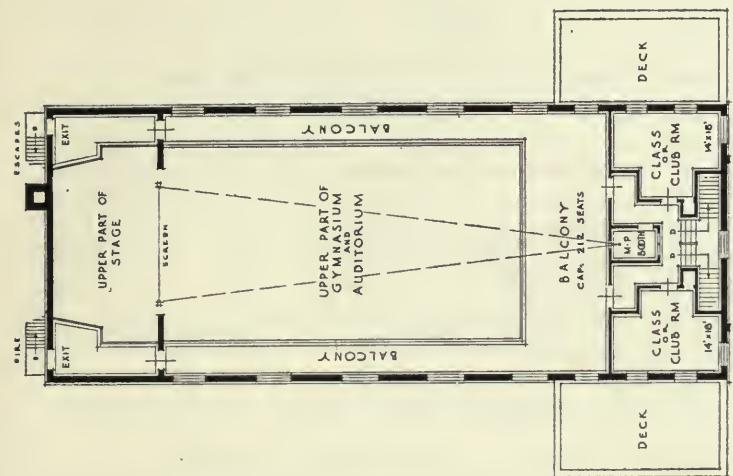
This plan provides for a combination auditorium and gymnasium which will seat about 500 people exclusive of the balcony, and gives floor space 44 feet by 68 feet. Movable folding seats should be installed and the space under the stage may be used for storage. A good stage with dressing room and lavatory on each side is provided. A kitchen adjoins the assembly room so that this large space is available for socials, dances, lectures, dramatics, community singing, athletics and banquets. The main entrance to the auditorium and gymnasium is through the main lounge near the secretary's desk, although two direct exits are provided.

In the main floor front is the lounge and social room with fireplace; at either side are the women's rest room, reading and writing room, and a room for quiet games. The reading and game rooms are connected by folding doors. The entire basement is utilized, providing smoking room, locker rooms, shower baths, dressing rooms for both men and women; space for four bowling alleys and spectators' seats; three billiard tables and service rooms. The second floor front of the main part of the building provides a balcony for the assembly room. This balcony will seat 212 people beside giving space for a motion picture machine booth. The side balconies as here planned would accommodate one row of spectators sitting and one row standing. Supporting posts from the floor would not be needed. At the rear of the back balcony are two class or club rooms.

One important feature of the layout of this building is the strategic location of the secretary's desk. From his position he can see the lounge, gymnasium, kitchen, game room, entrance to women's room and reading room, and check the entrance to all parts of the basement and second floor. This is an important matter in keeping down the expense of supervision.

*Attention is called to the fact that the prices quoted throughout this booklet are based on 1921 estimates and are subject to variation.





For a Community of 10,000 to 18,000

Scheme B requires a lot 136 by 136 feet. The auditorium and gymnasium are combined as in the former plan. In this case the room has a seating capacity of about 625 exclusive of the balcony, and a playing space 76 by 44 feet. There is a balcony on three sides increasing the seating capacity by about 225.

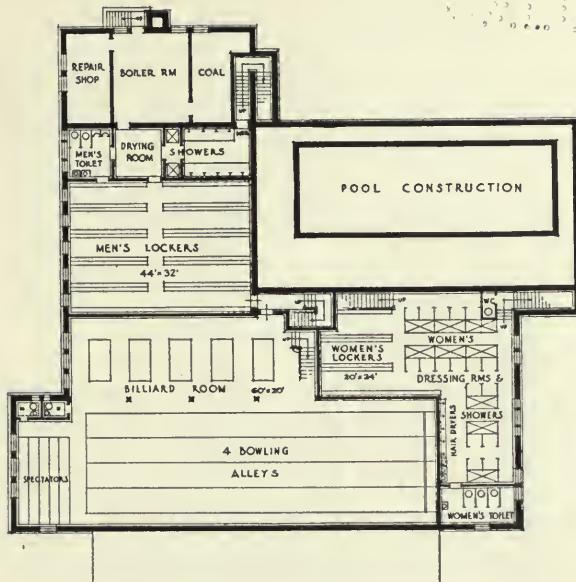
The building is so arranged that the auditorium may be used without opening the rest of the building, and vice versa. A retiring room for women adjoins the lobby of the auditorium, and a similar room for men is on the balcony floor. A checking room at the entrance to the auditorium is so located that it may also be used from the main lounge. A large general lounging room with fireplace is the central feature of the street floor. Adjoining it are the offices, women's room, game room, and reading and writing room. Folding doors between the game room and the reading room make possible a meeting room 33 by 20 feet. The secretary's desk is so located that he may have ready oversight over all parts of the ground floor.

This plan includes a swimming pool 60 by 20 feet reached only from the shower rooms in the basement. There is a spectators' gallery to the pool, reached from the main lounge.

The basement contains space for four bowling alleys, five billiard tables, and a large number of lockers, showers, and dressing rooms for both sexes. Entrance to the locker rooms and shower baths is controlled from the secretary's desk.

The second floor contains the men's smoking room, four class or club rooms, a kitchen and a dining or assembly room 24 by 42 feet. The capacity of the dining room may be increased fifty per cent by opening the folding doors of two of the club rooms. A dumbwaiter in the kitchen as planned would facilitate the serving of refreshments on the street floor. Built with masonry foundations, wood exterior frame above the first floor level, and wood construction throughout, it would cost about \$125,000. With masonry foundations, brick exterior walls, wood floor joists and plain finish throughout, the cost would be about \$135,000 to \$140,000. If the exterior walls have a stone trim, and the first floor is of fireproof construction the cost would approximate \$140,000 to \$145,000. Fireproof construction throughout would cost about \$158,000.

In addition to janitor service, this building would require the employment of at least one man and one woman on a full time basis so that there would always be one at the desk or nearby, while the other would have charge of the gymnasium and the swimming pool.



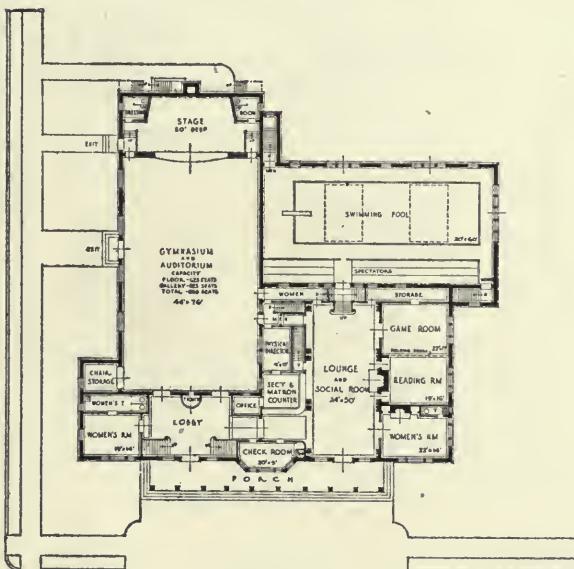
BASEMENT PLAN

SCALE 1/80'-0"

"COMMUNITY BUILDING"

SCHEME "B"

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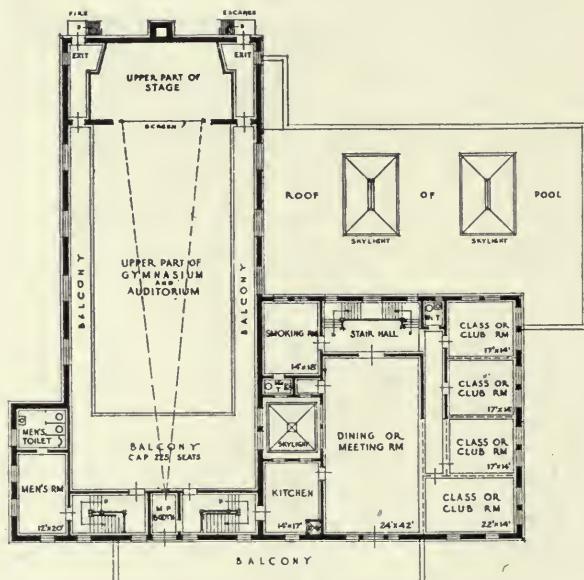
FIRST FLOOR PLAN

SCALE 1/80'-0"

"COMMUNITY BUILDING"

SCHEME "B"

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For a Community of 18,000 to 30,000

The industrial town with a population of 18,000 to 30,000 will find provision for meeting its leisure time needs adequately made in the building shown in Plan C. With masonry foundations, brick exterior walls, wood floor joists, and plain finish throughout, the cost would be about \$235,000. If the exterior walls have a stone trim, and the first floor is of fireproof construction, the cost would approximate \$245,000 to \$250,000. Fireproof construction throughout would bring the cost to between \$260,000 and \$270,000.

This building requires a plot 204 by 160 feet. There are two stories and basement. The auditorium has a seating capacity of about 750 on the main floor and the balcony will seat 312. The stage is provided with a dressing room and a lavatory on each side. Ticket office, women's retiring room, and checking room adjoin the entrance lobby of the auditorium and a kitchen is so placed that it may serve either the auditorium or the other parts of the building. The auditorium may be entirely shut off.

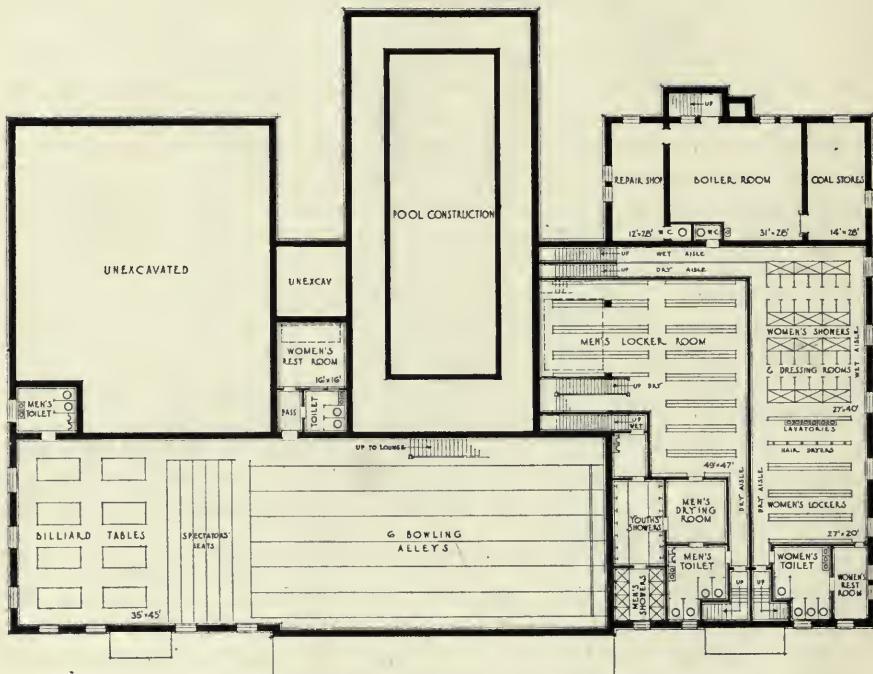
On the opposite end of the building is the gymnasium, 60 by 92 feet, with a balcony on four sides which is suitable for a running track. The entrance to the gymnasium leads by the office of the physical director which is connected with the examining room and directors' lavatories. Across the lobby is the office for the women's physical director or swimming instructor, with examining rooms and lavatories.

Between the auditorium and the gymnasium at the front is the main lounge 32 by 78 feet, adjoined by the office, the kitchen, and the checking room. This lounge connects the entrance to the auditorium with the entrance to the gymnasium.

A swimming pool 25 by 75 feet is so placed that it may have a good supply of sunlight. Skylights may be used to advantage. Entrances to the pool are through the shower rooms only, insuring a complete check of everyone who reaches the floor of the pool. A spectators' gallery is entirely separate and is reached from the main lounge.

The basement provides lockers, showers, dressing rooms and service rooms. There are also six bowling alleys with seats for spectators, six billiard tables and lavatories.

The second floor provides men's room for auditorium; auditorium balcony and motion picture booth; serving room connected by dumb-waiter with kitchen; smoking room, and two rooms which may be opened up for spectators when a race is being held on the running track. There is also a social or banquet hall 66 by 26 feet which may be divided by means of folding doors into three large club or class rooms.



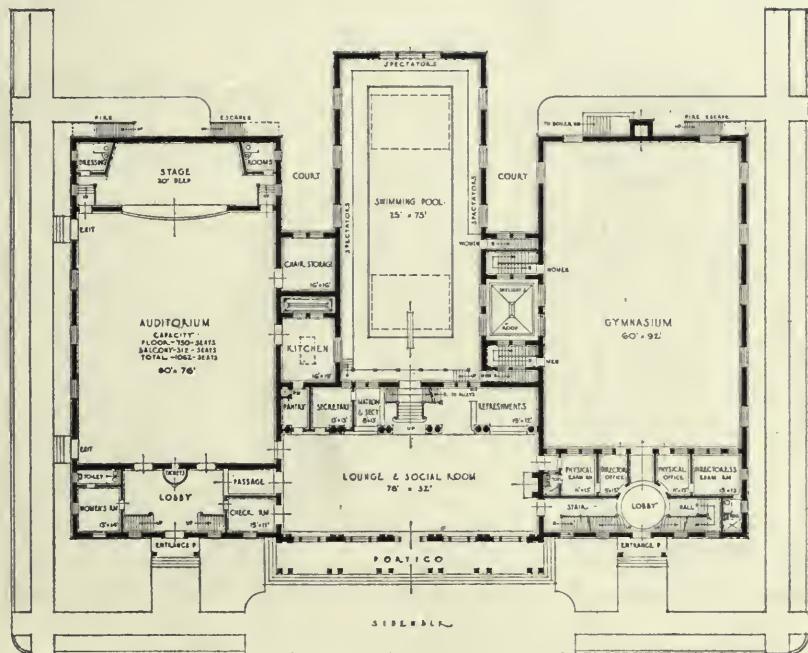
BASEMENT PLAN

SCALE 1/8" = 1'-0"

"COMMUNITY BUILDING"

SCHEME "C"

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MAIN

STREET

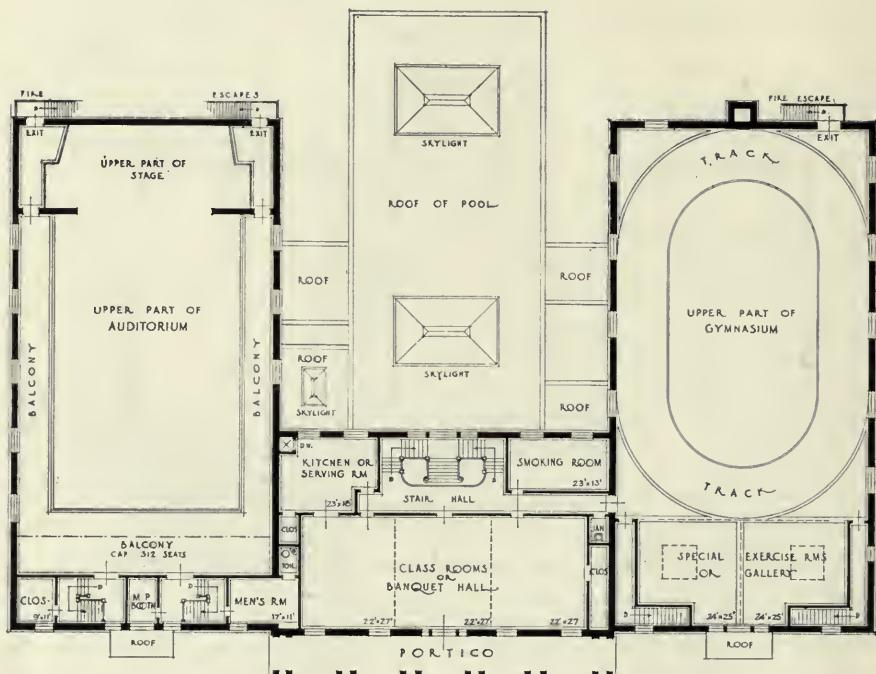
FIRST FLOOR, PLAN

SCALE 1/400

"COMMUNITY BUILDING"

SCHEMATIC

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SECOND FLOOR PLAN

SCALE 1/8"=1'-0"

"COMMUNITY BUILDING"

SCHEME "C"

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Equipment

The Auditorium

Folding movable chairs, preferably in sections of three, should be used so that the floor may be entirely cleared and the seats stored in small space. The only objection to this type of seat is that it is noisy but this may be overcome by the use of small pieces of felt or cloth where the jar comes. The seats in the gallery should be stationary, though for the sake of economy they may well be the same kind of chairs as are on the main floor.

The Stage

The stage should be equipped with foot and overhead lights, a curtain and scenery enough at least for an interior and an exterior scene.

The Lounge and Other Rooms

The furniture for the lounge should be heavy, substantial, and leather upholstered. Mission style furniture always seems to fit well in such a building. The smoking room should be similarly furnished. Wicker and upholstered furniture may be used in the women's rest room. The chairs and tables in the game room should be planned to meet the needs of persons of different ages who will use the room at different times of the day. The class and club rooms should be furnished with individual chairs—some with desk arms—so that they may be placed in many formations.

The gymnasium equipment may be little or much. The tendency now is to eliminate the large awkward pieces. This is a distinct advantage where the auditorium and gymnasium adjoin as it makes the change from one to the other easier and requires less storage space. The following lists are suggestive of gymnasium equipment:

For Scheme A or Scheme B where the gymnasium is used as an auditorium the following:

1 Set Indoor Baseball Bases	1 Giant Stride
1 Home Plate	1 Giant Stride Hoist
2 Indoor Baseballs	1 Pair Flying Rings
2 Indoor Baseball Bats	2 Pairs Jump Stands
1 Pair Basketball Goals	1 Horizontal Vaulting Bar
1 Pair Basketball Backstops	2 Mats, 5 x7
2 Basketballs	2 Climbing Ropes
1 Volley Ball	1 Rope Ladder with Straps
1 Volley Ball Outfit (Standards with Net)	

If funds are available, the following might well be included:

1 Buck	1 Parallel Bar
1 Horse	2 Mats, 3 x 9
1 Beat Board	

Additional allowance should be made for the cost of making portable the basketball backstop at the stage end of the hall. Iron clamps on the stage and on the floor will make the risers entirely rigid and they can be removed in a few moments. Another method is to hinge the backstop to the ceiling with iron braces holding the basket rigid. This is much more convenient than the first mentioned method and prices may be obtained from equipment manufacturers upon statement of the ceiling conditions.

For the gymnasium of "Scheme C" the following list is suggested as a minimum:

1 Set Indoor Baseball Bases	1 Spring Beat Board
1 Home Plate	1 Parallel Bar
2 Indoor Baseball Bats	2 Pairs Flying Rings
2 Pairs Basketball Goals	2 Pairs Jump Stands
3 Pairs Basketball Goal Backstops	1 Horizontal Vaulting Bar
4 Basketballs	4 Mats, 5 x 7
1 Volley Ball	2 Mats, 3 x 9
1 Volley Ball Outfit (Standard and Net)	4 Climbing Ropes
1 Giant Stride	2 Rope Ladders with Straps
1 Giant Stride Hoist	3 Dozen Maple Wands
1 Buck	1 Wand Rack
1 Horse	2 Chest Weights

It is better to start out with a small amount of equipment and add pieces as they are desired than to set up a presumably full equipment and find that there are some things not needed and others which should have been included.

Bowling alleys should conform to standard measurements. It is a mistake to try to adapt them to a space which is not adequate, and at least three alleys should be installed. Great care should be taken in the preparation of a foundation, for which the manufacturers will gladly furnish plans and specifications. At the present time, Standard Number One alleys cost about \$2,250 per pair installed in New York. This does not include the foundation which usually consists of 3 inches of concrete with one inch finish, 2 by 4 inch stringers spiked to the concrete, and a rough flooring.

In planning the billiard and pool room, the standard size table has been presumed. These tables measure 9 feet by 5 feet over all. The tournament or professional match table is 5 feet 6 inches by 10 feet over all. It is not usually found in recreation buildings. One price quoted on these tables is \$338.00 F. O. B. New York, which includes balls and a dozen cues. The patented attachment for returning the balls to a tray at the end of the table is quoted at \$55.00 additional. The billiard room should allow not less than 5 feet of playing space on all sides. It is a good plan so far as possible to build the seats of the billiard room against the wall. This is not only economy of space, but makes it easier to clean and the furniture is less easily damaged.

The Swimming Pool

The swimming pool is a valuable adjunct to the community house provided it is sanitary, attractive and well managed. Wherever it is found under such conditions, it is constantly used, and is a source of enjoyment and healthful recreation, not only for children but for adults as well. No part of a recreation building deserves more serious consideration than does the swimming pool. Unless it can be properly constructed and unless there is a fair degree of certainty that it can be properly maintained, it should be omitted from the plan.

Location

If possible, the pool should be located so that a skylight may form the roof. If it must be under another room, it should be placed on the sunny side of the building. The light, sunshine and ventilation secured by such location give the pool an inviting appearance and reduce the percentage of bacteria.

The relationship of the bottom of the pool and the level of the sewer should be carefully considered. If possible, arrangements should be made to have the pool drained by gravity, thus avoiding the expense of pumps. The capacity of branch and trunk sewers must be considered as well as the water mains, wells or body of water from which the supply is to be taken.

Construction

The location of the pool and the ground water conditions partially determine the type of construction. Reinforced concrete or steel tanks lined with concrete are commonly used. Provision for making the bottom and sides waterproof as well as the thickness and reinforcements of the retaining walls must be calculated for each case by a competent architect or engineer. Ordinary cement and concrete work do not make a tight pool. There should always be a special waterproofing course (as layers of felt laid in alternate layers of hot pitch, tar or asphalt) and a lining of tile (see Figure I.)

Dimensions

While in nearly every case the dimensions will be determined by the space available, it is desirable to have the length a multiple of five for convenience in measuring distances for competitive work. The Inter-scholastic Swimming Rules provide that "records made in pools of less than 60 feet in length shall not be considered official." The width is usually a multiple of five. The pool 20 by 60 feet predominates.

As to depth, the spoon-shaped bottom (see Figure 2) seems to be the most serviceable, providing a minimum depth of $3\frac{1}{2}$ feet at the shallow end, sloping gradually to a depth of about 5 feet at the middle of the pool, then sloping more rapidly to a depth of about $8\frac{1}{2}$ feet where it is

most needed for diving, and finally rising to a depth of about 5 feet at the deep end. The point of greatest depth should be about 12 to 15 feet out from the spring board.

The Surface Gutter

Many authorities are of the opinion that a gutter or trough (see Figure 3) should be built at the water level on at least two sides of the pool. The gutter should not protrude but its front edge should be flush with the side of the pool. This trough serves the following purposes: it removes from the surface of the water the accumulation of dead cuticle, exudations from the sweat glands, hair, dust, and lint from suits; it acts as an overflow, keeping the depth of water uniform; it forms a support or life rail superior to a rope or projecting metal rail. The gutter must, of course, connect at intervals with the sewer.

Steps and Diving Board

Steps or ladders should be recessed, leaving the pool clear for competitive events. There should be at least one ladder at each end and preferably two ladders at the deep end. The diving board should be 10 or 12 feet long and about 15 inches wide. It should protrude over the pool from 2 to 4 feet and should be about 3 feet above the water level.

Floor and Walls of the Pool Room

Provision should be made for a passage way surrounding the pool varying from 2 to 6 feet on the sides and one end, and about 12 feet wide at the diving end. It is desirable to have the floor tiled, with a curb around the pool (as in Figure 3) and a slope toward a shallow gutter running along the curb.

If funds are available, it is economical to have the walls tiled to a height of at least 6 feet. The increased cost of construction is more than offset by the decreased maintenance expense. In the presence of a body of tepid water there is always some condensation of moisture on the walls. If the walls are of porous material, they will discolor, the paint will peel off and frequent painting is necessary. Painted bricks seem to be the best substitute for tile.

Radiators should be located either on the walls six or more feet from the floor, or screened in wall recesses. All steam pipes should be covered to a height of six feet.

The floor around the pool, under all circumstances, should be reserved exclusively for bathers, to prevent dirt being carried in on shoes and thence into the pool on the bottom of damp feet. There should be a spectators' gallery which may be reached without going through the locker rooms.

Control

It is of the greatest importance that the entrance to the pool be so arranged that the attendant can see that every bather before entering takes a soap bath and that he is free from surface signs of disease. Toilet facilities should be provided near the entrance to the pool as it is highly important from a sanitary standpoint that such provision be conveniently accessible.

Heating, Filtration and Sterilization of the Water

The temperature of the water in the pool should be about 75° . The expense of heating a fresh supply as well as the wastage of so much water has brought about the adoption of re-circulation and re-filtration as the standard procedure. This makes the matter of heating much simpler

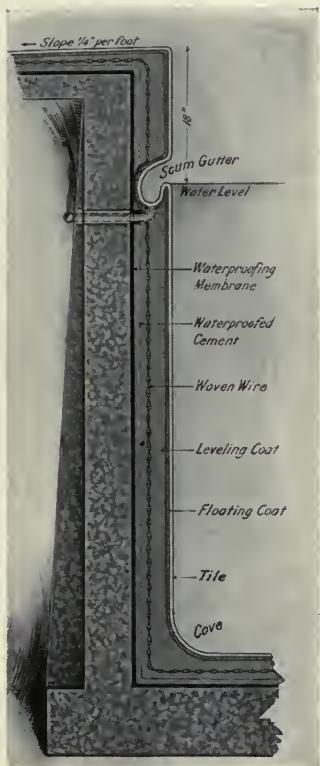


FIG. 1

Typical Cross Section of Reinforced Concrete Retaining Wall for Swimming Pool, showing structural and waterproofing factors in diagrammatical form

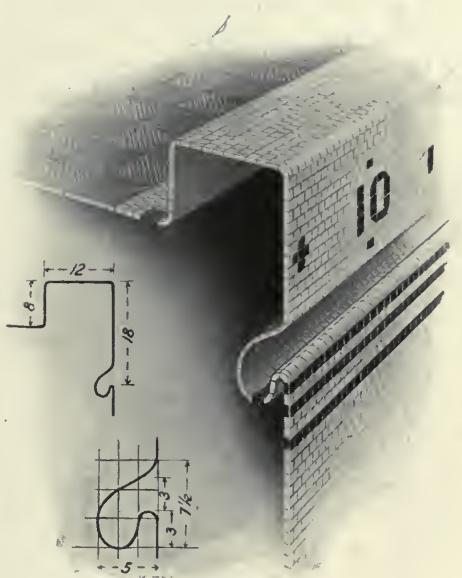


FIG. 3

This profile in every detail is in conformity with all requirements. The gutter is small and neat. The curb is of proper height to serve as a take-off

and materially lessens the operating cost. Such circulation apparatus should be kept in operation at least all of the time the pool is in use to insure uniformity of temperature.

As the water circulates for heating, it is desirable to remove the matter suspended in it by passing the water through a quartz sand filter introducing a small amount of alum solution which coagulates the organic material and makes the work of the filter more thorough. This process makes the water clear and inviting and lessens the danger of drowning. The alum should be used carefully, as an over-amount makes the water murky and causes the eyes to smart.

In addition to being warm and clear, the water of the safe and sanitary swimming pool must be sterile. There are several methods of bringing about this condition. One of the simplest is to install an apparatus in the circulation system which will discharge a certain amount of calcium or sodium hypochlorite solution in the water as it returns to the pool. This and similar chemical methods are used in many pools and are apparently satisfactory. In one city the bacteriological test of the swimming pool water gives a lower percentage than does the test of the ordinary drinking water of the city. Objection to the method is found in the fact that an excess of the reagents gives the water a disagreeable odor and taste as well as certain irritating properties.

A second system is the Ultra-Violet-Ray machine. The sterilizer consists of a container through which the water is passed, and mercury vapor arc lamps enclosed in quartz tubes. The water flows around the tubes at a pre-determined velocity and in fixed depth, assuring sufficient exposure for the destruction of the bacteria.

A third method is the introduction of Ozone into the water. Ozone is an unstable gas produced commercially by passing atmospheric oxygen through a field permeated with silent electrical brush discharge. When the Ozone is passed into the water, it bubbles through it, oxidizing the organic matter. This action can well be compared to ordinary combustion.

These three systems should be carefully investigated whenever the construction of a swimming pool is contemplated. Competent architects are able to put committees in touch with manufacturers of these various machines who will be glad to send representatives to present the merits of their products and give prices for that locality.

Regardless of the system of purification adopted, it is quite customary to clean the floor of the tank every day with a vacuum cleaner. This reduces the load on the filter and therefore insures greater efficiency.

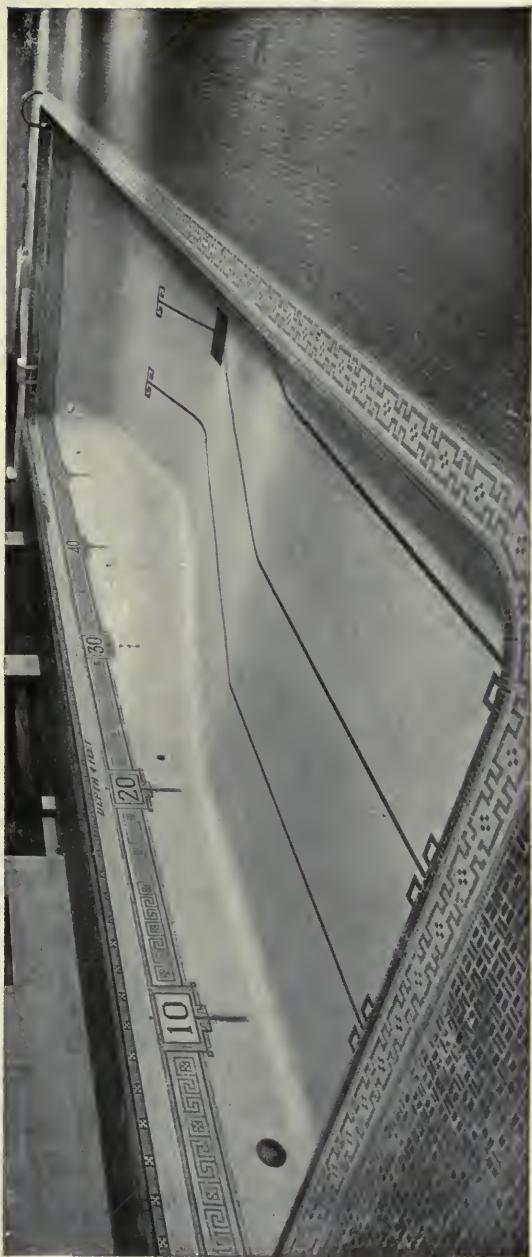


FIG. 2
An exceedingly attractive standard pool, twenty by sixty feet, with spoon-shaped bottom. The depth of water is three and one-half feet in the shallow end and nine feet at the deepest point

Outdoor Facilities

The amount of ground surrounding the community building will necessarily determine the type and extent of outdoor recreation facilities, though any carefully planned project will make adequate provision for them as being essential to a well-rounded schedule of activities.

Playground and Athletic Field

It is desirable where possible to have these facilities include a playground for children, tennis courts, running track (encircling a baseball diamond and football field) and space for such games as quoits and croquet. Local conditions will decide whether these shall all be grouped in a large athletic field or placed separately at various points surrounding the building. Five acres constitutes the minimum area for a completely equipped athletic field. It is possible, however, to arrange an effective layout of outdoor facilities in a much more limited space.

In deciding on a location for the athletic field it is well to make sure that it affords easy access to locker rooms and shower baths within the building. Many of the large community houses are planned so that doors from the locker rooms open directly out upon the approach to the athletic field. At the Walk-Over Club, Brockton, Massachusetts, the athletic field occupies a large area at the rear of the building. In addition there are four tennis courts and a field house equipped with lockers and showers. A park and playground of $7\frac{1}{2}$ acres surrounds the club house of the Ludlow Athletic and Recreation Association. In this two baseball diamonds, a cinder track and a children's playground are laid out.

For details as to the location, size, surfacing, fencing, equipping, and beautifying of playgrounds and athletic fields it will be well to consult a handbook on the *Layout and Equipment of Playgrounds* recently published by the Playground and Recreation Association of America. Plans for various types of play areas are also given in this publication, copies of which may be obtained from the Association, One Madison Avenue, New York City, at thirty cents each.

Swimming and Wading Pools

Outdoor swimming pools are a feature of many industrial centres and while they are the more desirable for the summer season, the indoor pool has the advantage of affording a longer period of use.

One of the most popular features of the playground for children is the wading pool. Such pools are usually circular in form and about forty or fifty feet in diameter, with water five inches deep at the edge and eighteen inches deep in the center. They should be used only for paddling and wading.

Using Vacant Spaces as Play Areas

Many communities are forced to confine their outdoor equipment to a very limited space. Where this is the case, or where funds are lacking for extensive outdoor facilities, it is possible to convert unimproved areas into play spaces through the use of a box containing game supplies. This outfit includes equipment for volley ball, basketball and baseball, a set of quoits and a medicine ball which may be used for playing dodge ball, for shuttle relays and for games of various kinds. A box of this kind may be equipped for about forty dollars and admirably meets many requirements for outdoor programs.

The attractiveness of the grounds about the community house is a matter of particular importance and one to which careful study should be given.



At this outdoor theatre the employees of the Peet Brothers Manufacturing Company and their friends enjoy a semi-weekly moving-picture show—the best within a radius of five miles—at an admission price of fifteen cents



CHAPTER II

The Operation of the Building

If a building is erected by an industrial concern alone, the company may choose to operate it in one of three ways. First, it may elect to meet all the running expenses of the building and throw it open to all employees and their families—and perhaps to the whole community—without fee or charge of any kind. This is rarely the case. In the second place, the company may choose to pay the expenses, or to meet the cost in part or entirely by dues, fees and rentals. The company may place the building in the hands of an association of employees who become responsible for the operation of the building and whose care it is to so conduct the plan that it will pay its own way. Which of these plans should be followed depends upon the type of community, the type of employee, percentage of foreign born, percentage of illiterates and other similar factors which determine capability for self-government.

If the building is erected through cooperative effort, an association may well be formed of all those who made that effort for carrying out the work. It is essential that each individual be given equal rights and obligations regardless of the amount of money subscribed. Every effort should be made to make the Board of Directors or Governors representative of all groups. Suggested forms for the constitution of a Community Building Association will be found in Appendix A.

Revenue

1. *Rents*—If the building has become the headquarters of various patriotic, civic, literary or dramatic societies, the rent charged for office room and the use of the auditorium will largely, if not entirely, pay the running expenses of the house. This will apply particularly to renting the auditorium for concerts and other gatherings; the gymnasium and halls for private dancing parties, the banquet room for private purposes and possibly the swimming pool for classes conducted by private instructors.

2. *Fees*—Fees may be charged for gaming privileges as for example, bowling alleys, and billiard tables. Nominal fees may also be charged for adult gymnasium or swimming classes. It is usual in any case to charge for bowling and billiards, but whether a charge is made for use of other facilities depends upon whether membership dues are charged, and upon the need of funds. Prices should be based upon local custom.



*Lounge of the Community Club
Springfield, Vermont*

3. *Profits and Concessions*—Many community houses maintain refreshment facilities such as soda fountains, cigar and candy stands and cafeteria. Motion picture shows, competitive games and fairs are frequently maintained. In such cases the profits are of course devoted to the expense of maintenance. In other instances concessions for space and privileges are sold to individuals.

4. *Membership Dues*—In spite of occasional exceptions it appears to be true that the most successful community associations operating community houses charge an annual membership fee. The amount varies from \$2.00 to \$20.00 per year. Six dollars is quite a common amount. Where the adult membership for both men and women is placed at \$6.00 sometimes children under sixteen do not pay and in other cases they pay \$2.00. Opportunity is always given for admission of "contributing memberships" of large amounts, though they should be received always with the understanding that such contribution does not give plural voting power.

There is much to be said in favor of "family" memberships instead of, or in addition to individual membership. If there is a family membership of \$10.00 per year admitting husband, wife and children to the use of all facilities in the building, it cares for the members of the family who would probably not be included if there were only an individual membership and the family could afford only one or two.

Some towns have found their community spirit spreading beyond town lines and have been approached by residents of other towns for membership. This has generally been allowed and an out-of-town membership established at a slightly lower price than the resident rate as such members will probably make less use of the building.

It seems to be generally conceded that even when a building is operating under the membership plan certain parts of it should be open to everyone for rest, shelter, and lavatory privileges.

Expenses

The largest item in the budget should be the salary of the officials in charge of the building. There is no more important factor in the successful operation of the community house than the personnel of the management. The position calls for ability of a high grade, and compensation commensurate with the reward of such ability in industrial and commercial life should be forthcoming. The amount will vary in different communities.

The salaries of men vary from \$1,800 to \$4,500, of women from \$1,200 to \$2,400. In a small building such as is shown in Scheme A, one full time official can doubtless supervise all the activities, with some part-time or volunteer assistance in supervising the women's showers, lockers, and dressing rooms while they are in use. A building such as that shown in Scheme B would require a man and a woman, full time, and it might

be necessary to engage part time swimming supervisors and instructors as well. A large building such as Scheme C involves would require at least four full time officials; manager, matron, and two recreation leaders.

The other items of expense can best be estimated by referring to cost of operating other local buildings of similar size. Provision should be made in the budget to care for:

- a. Salaries—Manager and such assistants as the size of the plant and scope of work necessitate
- b. Wages—Janitor and such assistants as are required
- c. Fuel
- d. Light and Power
- e. Insurance
- f. Laundry of towels, table cloths, napkins, etc.
- g. Repairs to buildings and furnishings
- h. Equipment replacement
- i. Supplies

It pays to spend money on light, both within and without the building. The psychological effect of the well-lighted building and approach is too well known to be discussed further.

The repair item in the new plant will be small, but provision should be made for the small items such as window-glass replacement and adjustment of new plumbing. Ordinarily this item will require a larger amount each year.

It should be noted that not all the above mentioned items are fixed expenses; many will vary with the facilities offered and the number using the building.



CHAPTER III

Activities

The most important thing about a community house cannot be adequately described. It has to be felt. It is its spirit—the intangible result of what people think and say and do there.

The casual visitor may catch the spirit of the house even before he enters, as a ring of laughter comes from the social hall where a community party is in progress, or a burst of cheering from the gymnasium marks an exciting moment in a game of indoor baseball between the Retail Merchants' Association and the Superintendents' and Firemen's Club of Brown's Shoe Factory. He may sense the air of welcome and friendship as he enters the lounging room and sees a merry group sitting about the fireplace, which bears the inscription:

"In this safe anchorage
Find welcome and good cheer."

The click of the balls in the billiard room, the distant rumble of the bowling alleys, the shouts from the game room as a checker match reaches a climax, the strains of music from the dance hall—all bespeak a community relaxing from its daily tasks, and finding profitable enjoyment according to individual preferences.

Seated in the billiard room of a community house in one of the Eastern states a few weeks ago, a visitor watched a game of pocket billiards between a girl of seventeen or eighteen years and a young man of nineteen or twenty. The contest was attentively watched by a woman of middle age who had entered from the direction of the ladies' club room and taken a seat nearby. Before long they were joined by a middle-aged man, enthusiastically proclaiming a recent victory in a bowling match. When the young people had finished their game the four left the building together.

"That," said the director, as the visitor turned to him with a questioning look, "is rather a remarkable sight. Before the community house was built that family was never seen together. There seemed to be no family affection, no common interest, and no companionship. Each member went his or her own way. Now all is changed. What you have seen tonight is a common occurrence. Three or four evenings a week they come here together. Frequently all join in the same activity, and sometimes the brother and sister play billiards while the father bowls with his team and the mother meets with the women's social club. But,

regardless of how they spend the evening, they all meet and go home together. Each seems intensely interested in what the others have been doing. They have found a way to have a good time together. If our community house had accomplished nothing more than it has done for this family, it would be worth a great deal more than the money and effort it cost."

Activities the Keynote of Success

The success of the community house is measured in terms of its activities and in the happiness and efficiency which can be brought about through its agency. No matter how complete and commodious the building may be, how conveniently located or how luxuriously furnished, unless it is filled with wholesome activity and teems with life, it fails. Its function is to serve as the focusing point for the leisure time life of the entire neighborhood or community; to bring people together through its activities in a new spirit of neighborliness. Only as it attains some degree of success as a community welder can it be said to be fulfilling its purpose.

Leadership is the prime necessity. Lack of personality in the community organizer or leader will wreck the usefulness of the finest building; while a strong personality will make a poorly planned and inadequately equipped plant prosper in spite of itself. The activities are cause, the building is effect. The order should never be reversed.

The well-rounded weekly schedule of activities at the community building provides a diversity of interests for each member of the family; and the program quickly suggests itself as the different community needs are studied.

Social and Recreational Activities for Large Groups

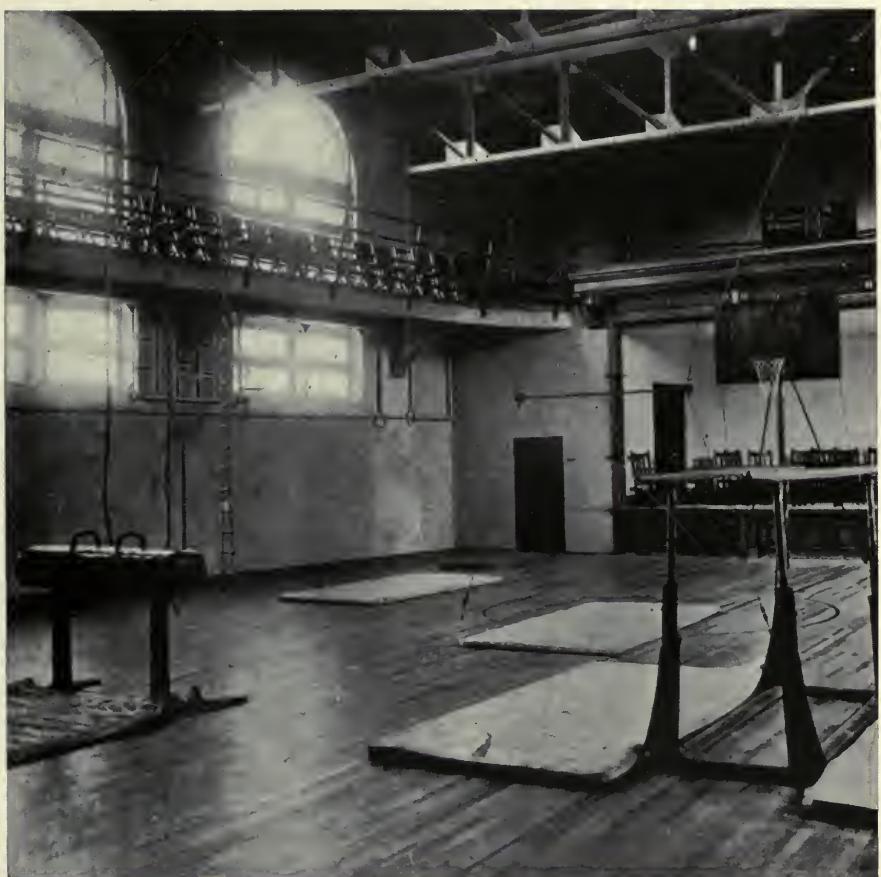
Those activities which bring large groups of people together are perhaps the first to be considered in launching a program.

Game Evenings

Evenings of games have the advantage of providing amusement for all groups, though their success depends largely on able leadership. It is a very good plan to organize training classes for game leaders who will then be able to handle large groups successfully. In Appendix B will be found a program for an evening of games. *Social Games and Group Dances, Ice Breakers, What Can We Do? and Comrades in Play*, all of which are listed in the bibliography, offer many splendid suggestions.

Motion Pictures

The weekly or nightly movies are popular always, and are particularly enjoyed by those people who, because of days given to hard physical



A good example of the combined auditorium and gymnasium—a practical feature for the small community building.

labor, like to spend their leisure in some relaxing amusement. Many of the modern community buildings are completely equipped with motion picture apparatus. Commercial exhibitors are always glad to supply lists of films, giving titles, descriptions and price quotations. The National Board of Review of Motion Pictures, 70 Fifth Avenue, New York City, has reports and lists of censored films which may be had upon request.

Concerts and Entertainments

At the very outset a study of the community should be made to discover musical talent which may be developed for concert and entertainment programs. Musicians are found in every industrial centre, particularly among the foreigners. The introduction of mass singing, which is very popular, will soon lead to the organization of a variety of musical groups such as glee and choral clubs, bands and orchestras. A competent leader is a necessity in developing any sort of musical organization, and money spent for his services will pay large dividends. After a few months of training the talent developed will greatly enrich all varieties of community programs.

Appropriate programs for celebrating national holidays fit very successfully into the general plan, and are a splendid means of adding variety and interest. Amateur dramatics are exceedingly popular always. A brief discussion of their possibilities will be found under Club Organization.

Social Dancing

Where public sentiment is in favor of social dancing this activity will usually have an important place in the leisure time interests of the younger group. Weekly dances at the community centre, if carefully planned and conducted, are sure to be a successful feature. It is well at the beginning of the season to appoint a committee on dances who will see that a varied and interesting program is arranged, and that sub-committees are appointed to care for the details of management.

Public Forums

The public forum idea, as applied to the industrial centre, may open up a large field of usefulness. It affords an opportunity for all groups to come together for the frank discussion of mutual problems. In addition to subjects of local interest and importance, the comprehensive forum program will include a variety of educational and cultural topics. Some forums have found it valuable to deal with the various phases of one broad question throughout the season's course. Another plan is to have once a month a lecture on science, or the drama, or poetry, or music. Suggestions for organizing and conducting open forums may be secured from the Open Forum National Council, Little Building, Boston, Massachusetts.

Field Days

The annual picnic or field day has come to be a recognized part of the recreation program of many industrial centres. The plan of having the employees of several plants come together for these occasions has worked out very successfully and is a splendid means for promoting community spirit and interest. Where large groups are involved careful preparation is essential in order that the program for the day may work out smoothly. The big thing is to see that everybody has a chance to have a good time and to participate actively in the day's fun.

The site chosen for the picnic should include a level field where the athletic events may be run off. If a stream of water, pond or lake is available, provision may be made for rowing, swimming, wading, sailing toy boats, and fishing. The program of events is capable of endless variation. The following contains a number of good suggestions and may be worked out with a minimum of trouble and expense.

I. Athletic Events (Men and Women)

Suggested List to select from

1. Race for men, women, boys and girls
2. Fat Men's Race
3. Fat Women's Race
4. Men's Three-legged Race
5. Men's Hobble Race
6. Men's One-legged Race
7. Men's Cigar Race
8. Men's Wheelbarrow Race
9. Men's Sack Race
10. Women's Hobble Skirt Race
11. Needle Threading Race
12. Backward Race
13. Egg Spoon Race
14. Chariot Race
15. Husband and Wife Race
16. Marshmallow-string Chewing Race
17. Tug-of-War (Men—Married Men vs. Single Men)
18. Tug-of-War (Women—Married Women vs. Single Women)

II.

1. Baseball Game for Men
2. Games for Women (Married vs. Single)
 - a. Relay Race around an object
 - b. Arch Ball
 - c. Snatch Handkerchief
 - d. Dodge Ball
 - e. Playground Ball (5 innings)



Note.—The prizes may be awarded to the winners of three out of the five, or to the winners of each event.

3. Games for Children

III. Choice of

1. Stunt Show
2. Pageant
3. Lantern Parade

Note.—The stunt party might be arranged by departments or plants putting on a show. This stimulates collective resourcefulness and initiative, and creates much amusement for those participating, and for their friends in the audience.

The following committees are suggested:

1. General Arrangements
2. Athletic Events
 - a. General Committee
 - b. Starters
 - c. Judges
 - d. Guards
3. Manager for Baseball Game (Men)
 - a. Umpire
4. Games for Women
 - a. Manager
 - b. Assistant Manager
 - c. Referee
5. General Committee for Stunt Show or Pageant
 - a. Stage Manager
 - b. Property Man, etc
6. Lantern Parade
 - a. Manager
 - b. Six or more Assistants

Other Social Activities

For the quiet hours at the community centre when no large group activity is in progress, the more passive forms of recreation will be enjoyed. It is well to give a considerable amount of thought to the room or rooms which are to be used for reading, lounging and quiet games. Books and periodicals as well as the daily newspapers should be conveniently placed. If good records are used a victrola is a desirable addition. Sets of chess, checkers, parchesi and other quiet games should be in charge of a responsible person who will see that they are returned when the players have finished.

Bowling and Billiards

The provision of facilities for pool, billiards and bowling has the particular advantage of counteracting the evils of the commercial billiard room, where gambling is prevalent. These games are highly desirable as a form of recreation, and are very popular. Although the initial cost of equipment is rather high, it can soon be covered by a system of fees which will still be considerably lower than those charged at the commercial alleys. Bowling tournaments always arouse a great deal of interest.

Athletic Activities

Under expert leadership the program of indoor and outdoor athletic activities at the community house may be practically unlimited. The following classification of such activities is merely suggestive, since the extent of equipment and type of community will define their scope.

Indoor Program

For Men and Boys:

Gymnastic drill	Pool
Indoor baseball	Billiards
Basketball	Boxing
Volleyball	Wrestling
Handball	Fencing
Bowling	Track Events
Miscellaneous Athletic Games	Swimming

For Women and Girls:

Gymnastic drill	Bowling
Folk Dancing	Running (not in competition)
Indoor baseball	Swimming
Basketball	Miscellaneous Athletic Games



*Billiard room of the Community Club
Springfield, Vermont*

Outdoor Program

For Men and Boys:

Baseball	Soccer
Football	Hockey
Handball	Croquet
Tennis	Track and Field Events
Quoits	Swimming
Volleyball	Miscellaneous Athletic Games

For Women and Girls:

Quoits	Running (not in competition)
Tennis	Folk Dancing
Hockey	Miscellaneous Athletic Games
Swimming	

Weekly Schedules

The activities in the gymnasium will necessarily follow a regular weekly schedule in which boys and girls, men and women are organized according to age and group interests. Such a schedule should be made up at the beginning of the season and advertised in a printed folder or handbill. Following is a weekly schedule of activities issued by the Ludlow Athletic and Recreation Association for 1920-21:

Monday

- 2.00 P. M. Women's swimming class under the personal direction of Miss Buscall and Miss Rooney
- 3.30 P. M. Junior dancing for boys and girls
- 7.30 P. M. Women's gymnasium class. Girls' basketball and swimming

Tuesday

- 2.00 P. M. Women's gymnasium class
- 3.30 P. M. Junior Girls' swimming class. Boys' basketball
- 5.00 P. M. Business Men's gymnasium class, coordinated with swimming instructions
- 7.30 P. M. Dramatic Club rehearsals
- 8.00 P. M. Class in Civics
Embroidery and cooking
Social Club meetings

Wednesday

- 2.00 P. M. Women's swimming class
- 3.30 P. M. Boys' and Girls' junior dancing
- 4.30 P. M. Swimming class for women
- 8.00 P. M. Dancing instruction
- 8.30 P. M. Social Dance



Thursday

- 3.30 P. M. Junior dancing class in "Rec" parlors. Boys' basketball class
- 5.00 P. M. Business Men's gymnasium class, coordinated with swimming instructions
- 7.30 P. M. Dramatic Club rehearsal
- 8.00 P. M. Embroidery and cooking

Friday

- 2.00 P. M. Adult women's swimming class
- 3.30 P. M. Junior dancing
- 7.30 P. M. Women's gymnasium class. Girls' basketball. Swimming class

Saturday

- 9.30 A. M. Swimming instruction for beginners
- 10.30 A. M. Swimming Pool open to all men and boys
- 2.00 P. M. High School basketball practice and games

Weekly Schedule at Rutland, Vermont

The Community House at Rutland, Vermont, publishes the following schedule which includes a variety of athletic activities:

MONDAY

- 2.00- 5.00 Group Meetings of Woman's Association (sewing)
- 4.00- 5.30 "The More The Merrier" Club, High School Girls of Junior and Senior Years
- 4.00- 5.00 High School Boys' Gym Class
- 5.00- 6.00 High School Boys' Basketball practice
- 4.00- 6.00 Pool room open to Boy Scouts

Evening

- 8.00-10.00 "T. N. T." Boys' Club meeting, (High School Boys) Public Rentals

TUESDAY

- 4.00- 5.00 Girls' Sewing Class
- 4.00- 5.00 High School Boys' Gym Class
- 5.00- 6.00 High School Boys' Basketball practice

Evening

- 7.30- 8.30 Business Men's Gym Class
- 8.30-10.00 Business Men's Indoor Baseball League
- 7.30- 9.30 Basketry Teachers' Class

WEDNESDAY

2.00- 5.00 Group Meeting Woman's Association (sewing)
4.00- 5.30 High School Girls' Gym Class

Evening

6.00-10.00 "Rutland Community Club" for Young Business Women

THURSDAY

12.00- 1.30 "As You Like It" Club Meeting, High School Girls of Freshman and Sophomore years
2.30- 5.30 "Home Makers" Club Meeting
4.00- 5.00 Basketball Team Practice
5.00- 6.00 High School Basketball Practice

Evening

7.30-10.00 "Rutland Community Club" Gym Class

FRIDAY

4.00- 5.30 High School Girls' Gym Class
4.00- 5.30 Pool room open to High School Boys

Evening

7.30-11.00 High School Basketball Games and Dances
7.00- 9.00 Boy Scouts, Troop I and II

SATURDAY

9.00-10.00 Boys under 12 years Gym Class
10.00-11.30 Boys 12-14 years Gym Class
2.00- 3.00 Girls under 12 years Gym Class
4.00- 6.00 Girls 12-14 years Gym Class
2.00- 5.00 Pool Room open to Boys

Evening

7.00-10.00 Boys' Basketball Games

Athletic Meets

Events in which young men have been able to match their strength, speed, jumping ability and throwing power have always had a strong appeal. The athletic meet is therefore popular, and an event in which every physically fit man is qualified to take part. It is felt that the greatest good which comes to a man in track and field athletics does not result from competition, but through the period of training, and training should therefore be encouraged at all times. In addition to the events in which the individual matches his skill against that of another, there are athletic events in which teams may participate. This is true of relay races, in which four or more men may compete on a team. In the shuttle relay as many as twenty may comprise a team.

Three sample programs for athletic meets are given, as well as a list of events from which other programs may be made. Information on rules and equipment will be found in Spalding's Athletic Library.

1.—Athletic Meet Requiring One Hour and Forty Minutes for about One Hundred and Fifty Entries

- 1.00 75-yd. dash trials
- 1.10 1-mile run
- 1.20 75-yd. dash finals
- 1.25 880-yd. run
- 1.30 220-yd. trials
- 1.35 Obstacle race
- 1.40 220-yd. dash finals
- 1.00 Running high jump
- Shot put
- Running broad jump

2.—Athletic Meet Requiring a Half-Hour for about One Hundred Entries

- 1.00 60-yd. dash trials
- 1.10 1,000-yd. run
- 1.15 60-yd. dash finals
- 1.20 100-yd. low hurdle race
- 1.25 50-yd. sack race trials
- 1.30 100-yd. low hurdle race finals
- 1.00 Standing broad jump
- Baseball throw for distance

3.—Athletic Meet Requiring One Hour for about Three Hundred and Fifty Entries

- 1.00 100-yd. dash trials
- 1.05 120-yd. high hurdle trials
- 1.10 1-mile run
- 1.15 440-yd. run
- 1.20 100-yd. dash finals



In the well-lighted basement of the Community House at Springfield, Vermont, are six bowling alleys of regulation size. At their heads are tally boards for keeping scores of games, and also bulletin boards for posting records of individuals, teams, or tournaments. The women have exclusive use of the alleys on Friday evenings. To the left of these alleys, and on the same floor, is a room reserved for use as a sub-caliber rifle range for those interested in this sport.

- 1.25 120-yd. high hurdles finals
- 1.30 220-yd. dash trials
- 1.40 220-yd. low hurdles
- 1.45 880-yd. run
- 1.55 220-yd. dash finals
- 2.00 220-yd. low hurdles finals
- 2.05 Tug-of-War trials
- 2.15 1-mile relay race
- 2.25 Tug-of-War finals
- 1.00 Running high jump
Shot put
- 1.30 Hammer throw
Discus throw
- 2.00 Running broad jump pole vault

A Selected List of Athletic Events from which Other Programs May Be Made

Sprints; 40, 50, 60, 75, 100, 220, 300 yards

Middle distance runs; 440, 600, 880, 1,000 yards

Distance runs; 1, 2, 3, 4, 5, 6, etc., miles

Miscellaneous events:

- Obstacle race
- Wall scaling
- Rescue race
- Wrestling on horse back
- Medley race
- Baseball throw for distance
- Batting the baseball for distance
- Baseball throw at second base
- Running to first base for time on a batted ball
- Running the bases for time
- Try at basketball goal
- Steeplechase race
- Three-legged race
- Potato race
- Hurdle races; 100, 220-yd. low, 120-yd. high
- Sack race
- Walking; 1, 2, 3, 4, 5, etc., miles
- Cross country race



Athletic Leagues

In hundreds of industrial communities throughout the country leagues have been formed for the promotion of sports and athletics. The method of organizing such leagues varies with the type of community. In towns where the majority of workers are connected with a single industry the league is usually a factory affair with representatives of various departments organized into competing teams. In many centers, however, the workers of a number of industries have formed an athletic organization, holding inter-factory competitions. The responsibility for the management of this last type of league sometimes rests with a Municipal Recreation Department, with a special committee made up of representatives of various teams, or with some social agency such as the Young Men's Christian Association. Many of these leagues have been highly successful; others have come to ruin through the evils of professionalism which disregards the interests of the group and features a few highly paid players.

The present tendency in industrial athletics is toward an organization which gives every employee an opportunity to take part in the sort of athletics in which he is particularly interested, and favors in no way the star player. Many of the industrial athletic leagues have baseball as their only activity; others include a variety of sports and games under team organization.

A very complete form of athletic organization is worked out under the constitution and by-laws of the Industrial Athletic and Recreation Association, Inc., of Rochester, New York. (See Appendix C). This may of course be modified or amended to meet specific requirements of certain communities.

Educational Activities

In the community made up largely of foreign-born residents English classes will invariably be organized as the primary educational need. It will, in most cases, be possible to secure the co-operation of the local Board of Education in providing instructors for such groups. A very thorough advertising campaign is essential if the best results are to be obtained. Posters displayed in the various departments of industries, announcements in foreign languages mailed to various groups, and personal visitation are some of the advertising methods which have proved effective.

Such activities as the open forum, weekly lectures on topics of current interest, and musical study groups fall within the general educational classification, though more or less informally, since they are frequently combined with social activities.

The successful program will also include classes for definite study. Before organizing such classes a very careful canvass of the community should be made. A rather good method is to send out letters or post notices listing a large variety of subjects for which classes might be formed, and requesting people to indicate those in which they are most interested. Some of the most popular subjects are mechanical drawing, manual training, civics, sewing, cooking, millinery, needlework and basketry. Here again the help of the Board of Education will be invaluable in securing suitable instructors.

Civic Activities

In small towns the community house will logically have as one of its functions the promotion of certain civic activities which are closely allied to the general recreational and educational program.

Community Beautification

One of these is the organization of an association or club which will devote its energies to improving the physical features of the community. The activities of such groups include campaigns for home and neighborhood beautification, "best garden" contests, and clean-up weeks.

Health Center

Another important undertaking is the establishing of a health center with headquarters for the district nurse, baby welfare committee, and similar organizations.

Information Bureaus

A number of industrial centers have found the establishment of an information bureau a very helpful service, and this might well be made a function of the community house.



Johnson City, N. Y.



A gala day at the Park Playground of the Endicott-Johnson workers

Club Organization

The foundation of all community house activity will naturally rest on club organization which follows the manifestation of various group interests. In addition to athletic leagues, which have already been discussed, the following groups have been successfully organized in many industrial centers:

Boy Scouts	Glee Club and Orchestra
Bird Club	Literary Club
Camp Fire Girls	Men's Club
Dramatic Club	Mothers' Club
Debating Club	Nature Study Club
Girl Scouts	Science Club

Dramatic Club Activities

Dramatic clubs are particularly valuable for the contribution they make to the general program, for the opportunity they provide for self-expression and for the training they offer along artistic, cultural and social lines. By encouraging the foreign born to dramatize their own native customs and traditions it is possible to bring the different groups into more friendly relationship with one another, at the same time becoming more familiar with American ideals and customs. A Neighborhood League in a town of New York State tried out the plan of encouraging the foreigners in English classes to produce short plays. This was most successful. Rehearsals were a part of the regular class lesson; and the plays were produced in connection with various community programs. This idea might be worked out in any industrial center, and would lay a foundation for a broad program of dramatic work.

There is also the plan of having plays presented in other languages. This was successfully done in Chester, Pennsylvania, where a play was presented by members of the Italian colony in their native language after it had been explained in English for the benefit of Americans who were present.

One dramatic club which has achieved a degree of success follows the plan of producing each year a series of one-act plays with varying casts having as the culminating event of the season a more ambitious production, possibly a three-act play, in which the most talented members of each cast take part.*

As a means of bringing large groups of people together and developing them during extended periods of time the pageant is to be highly recommended. In several industrial communities where the percentage of foreign population is very high a pageant has proved the entering wedge for citizenship training.

*Many suggestions for developing dramatic activities and programs will be found in *Community Drama* published by Community Service, price \$.60. This booklet contains many lists of plays and a complete industrial ceremonial.

Boys' Clubs

Since boys having interests in common naturally group themselves into clubs or gangs it is easy to find at hand material for promoting a wide range of activities along the line of citizenship, athletics, vocational training, and educational interests. The uncontrolled gang spirit in many industrial centers has proved a serious menace to property, and it has been found to be a good investment as well as a community service to encourage the organization of clubs which will turn the activity of boys into useful channels.

The headquarters of national organizations which are promoting work for boys will gladly furnish literature and advice on various types of clubs. Among these organizations are the following:

Boy Scouts of America, 200 Fifth Avenue, New York City

Boys' Club Federation, 110 West 40th Street, New York City

Young Men's Christian Association, International Committee, 347 Madison Avenue, New York City

Woodcraft League of America, 13 West 29th Street, New York City

Playground and Recreation Association of America, 1 Madison Avenue, New York City

Community Service (Incorporated), 1 Madison Avenue, New York City

Government Organizations:

Boys' Working Reserves, Department of Labor (Boys over sixteen are organized into clubs for farm work)

States Relation Service Department of Agriculture (Co-operates with County Agents in promoting agricultural clubs of all kinds)

Girls' Clubs

The activities of girls' clubs fall naturally into three groups; those of a purely social or recreational nature, as dancing, singing, hiking, dramatics, athletics; those with an educational objective, and those for community or patriotic service. Among the national organizations promoting work for girls are:

Camp Fire Girls, 31 E. 17th Street, New York City. Groups may have from 6 to 20 members and the age of admission is 12 years. (Girls under 12 are organized as Blue Birds.) It is an organization which aims "to bring the power of organization and the charm of romance into the humble acts and needs of daily life." There is an elaborate ritual which makes a strong appeal to the girl in the teen age.

Girl Scouts of America, 189 Lexington Avenue, New York City. Troops of 2 or more patrols with 8 in each patrol. The age of admission is 10 years. Any girls' club may undertake the Girl Scout training and games, especially on Saturdays and Sundays, though "groups or bands of girls not already belonging to any club may be organized directly as a Girl Scout Patrol or Troop."

Woodcraft League of America, 13 W. 29th Street, New York City. The bands are composed of from 5 to 10 girls over 12 years of age. The program stresses out-of-door activities.

Young Women's Christian Association, 600 Lexington Avenue, New York City. The National Board of the Young Women's Christian Association promotes girls' clubs of various kinds adapted to the locality and type of girls. The Eight-Week Clubs and Industrial Girls' Clubs are two prominent types. The clubs have a wide range of activities and are usually small groups of a larger unit. The younger girls are organized as Girl Reserves.

Girls' Friendly Society in America, 15 E. 40th Street, New York City. This is under the auspices of the Episcopal Church though the membership is open to all girls over 12 years of age. It is particularly interested in giving home life and companionship to young girls in cities. The activities are adapted to the particular needs of the group.

National League of Girls' Clubs, 130 E. 59th Street, New York City. This league promotes non-sectarian, self-governing, self-supporting clubs for employed girls. Social evenings and industrial classes are prominent among its activities.

Playground and Recreation Association of America, 1 Madison Avenue, New York City. This organization, in promoting municipally supported recreation, is making it possible for girls and young women to enjoy social and recreational opportunities on playgrounds and at recreation centers.

Community Service, 1 Madison Avenue, New York City. Community Service helps to organize local Community Service groups through which girls and young women will have an important share in community life, and opportunities to develop their recreational, educational and cultural interests.

United States Department of Agriculture, State Relation Service, Washington, D. C. Co-operates with County Agents in promoting agricultural clubs of all kinds, especially in canning and animal husbandry. These are primarily for country girls.

Within a limited space it is impossible to do more than suggest the possibilities of a girls' work program. In working out various problems connected with girls' club organization it will be found helpful to communicate with these national organizations.

Building on Group or Club Relationships

The organization of clubs and of small groups, and the bringing into relationship through the community house of already existing groups, provide excellent channels for the building up of a vital program which will permeate all parts of the community. A dramatic club, a glee club, an orchestra or a community chorus organized at the community club can be made to serve all community groups. A pageant organized by a com-



mittee of the community house association will call upon the talents of many members of the community. It will require the gifts of those who write and act; of those who have ability along the line of costume or scenery making; it will enlist many as participants and many more as witnesses.

Thus a circle of influence to the community house will be constantly widening and its activities will reach out into the neighborhood; under its roof will be initiated and carried out plans which will serve the leisure time and cultural interests of the entire community. Within its four walls men and women will come together to discuss their mutual interests and to find the solution of their mutual problems.

The community house in the industrial center stands for neighborliness, for the building up of a spirit of civic pride and responsibility and for that broader citizenship which America is seeking for all within her gates.

CHAPTER IV

Examples of Successful Community Buildings

It is impossible in this pamphlet to describe more than a few of the community houses in various parts of the country which are now successfully carrying on their work. The following have been selected because they are representative of various types and of different methods of administration.



Austin, Pennsylvania

The community house at Austin, Pennsylvania, is representative of one of the best types of community houses not only because of its architecture, which is decidedly homelike, but also because of the air of hospitality which pervades the whole building. As stated in a booklet issued for the formal opening, its purpose is

"To furnish the best of entertainment and education for all classes, and it is the hope of the originators that everyone will consider this his own personal club and make it a common meeting ground for all, to welcome every visitor, and to further the 'get-together' spirit that has always characterized Austin and led us to accomplish the almost impossible."

The building was erected in 1920 at a cost of about \$100,000, raised by the subscription of the community at large to shares of stock at fifty dollars each. The town's principal industrial concern subscribed one-half the amount. Inasmuch as the total population is 1,800 the accomplishment stands out conspicuously as an example of what a united community can do.

One of the noteworthy and especially successful features of the house is the restaurant and tea room where dinner and supper are served every day, Sunday included. The community theater is filling a great need. It has a seating capacity of between four and five hundred, excellent motion picture apparatus, and a complete stage with dressing rooms. Motion pictures of a high class are shown every evening (except Sunday) unless the theater is desired for some other form of entertainment.

The association has about 700 members. There is an initiation fee of \$5.00, and the annual dues are \$12.00 and \$3.00 for men and women respectively. Out-of-town members pay the usual initiation fee but their annual dues are only \$6.00. Fees are charged for billiards and bowling and the remainder of the revenue comes from the profits of the theater, restaurant, soda fountain and candy shop.



Ludlow, Massachusetts

The Ludlow Athletic and Recreation Association is now in its thirty-first year. Its present home—a three-story brick building—was erected in 1906 at a cost of \$75,000. A comprehensive schedule of organized activities for the winter season of 1920-21 is indicative of the extent to which the people avail themselves of their opportunities. In addition there are unorganized groups enjoying the twelve billiard tables, three bowling alleys, several shower and tub baths, and the smoking, reading and general social room facilities.

There are about 1,500 members out of a total population of 6,000. The members annually elect a board of directors of three women and seven men and the board chooses the officials. The fee entitles them to vote in the annual meeting and to use the reading rooms, gymnasium, swimming pool and baths. Additional fees are charged for the special classes.

Here is an excellent example of a combination auditorium—gymnasium—dance hall. The hall is about 60 by 80 feet, and, including the gallery which may be used as a running track, seats about 800. Baseball games, social dances, dancing classes, motion pictures, lectures, amateur

theatricals, gymnasium classes and competitive gymnasium games cause this hall to be in constant use during the indoor months.

One of the excellent features of the Ludlow building is its location. While conveniently situated near the center of the town, it adjoins a seven and a half acre park and playground which provides two baseball diamonds, a cinder track and a well equipped children's playground.



Auditorium, the Walk-Over Club, Brockton, Massachusetts.



Johnson City, New York

The stranger arriving at Johnson City at night is attracted by the brilliantly lighted hospitable building with a sign reading "Your Home." This is Johnson City's social center, which has been operating for three years and is constantly enlarging its sphere of usefulness. The work has grown so rapidly that the remodeled dwelling of thirteen rooms in which the work was begun proved inadequate, and in 1920 a three-story addition was erected.

Among other facilities the building houses a library, mothers' room, office, travel bureau, rest room, smoking, card and reading room. The three-story addition provides a basement play room for children, additional facilities for the library, a large dining room and a completely equipped kitchen.

Outdoor facilities, all of which are lighted for evening use, include six tennis courts, playground equipment of all kinds, swimming pool with bath house accommodations for three hundred people, and a baseball field.

All members of the community are free to use "Your Home" for parties or meetings by making special reservation for the room or rooms they wish to have. Dishes, silver, glassware, linen, cooking utensils and fuel are furnished without charge.

"Your Home" is the contribution of the Endicott-Johnson Company to the town. The use of the building is available to all without restriction, and all use it with an equal sense of proprietorship and responsibility.



One of the reading rooms in "Your Home"

Muscoda, Alabama

Muscoda is a small mining town located about fifteen miles from Birmingham. In 1917 the Tennessee Coal, Iron and Railroad Company remodeled a pumping station into a community club house and placed it at the disposal of its employees and their families who constitute the entire population. The building is called the "White Club," and is an excellent example of a small but very useful plant providing many facilities for wholesome recreation.

An unusual feature of the plant is an outdoor swimming pool directly in front of the building. The water flows into the pool constantly from a spring so that there is always an overflow. It is completely changed twice each week. Small brick buildings at each side of the main club house provide dressing room facilities. The pool is used from May to October.

The operation of the building is in the hands of a board of nine directors chosen annually by the members. The membership fee is fifty cents a month, and this admits the entire family of the member. An efficacious method of keeping dues paid up is the posting on the bulletin board of the names of all members more than one month in arrears.

The board of directors engages the attendant and the janitor. The expense of operating the club is about \$2,500 a year, exclusive of light and heat, and the revenue usually equals and sometimes exceeds the expense. There are about three or four hundred members. A charge is made for the use of the billiard tables, and the refreshment stand is run at a profit. Two dances are held each month at a charge of a dollar a couple.



*The White Club
Muscofa, Alabama*

Norwood, Massachusetts

Starting originally as a boys' club and gradually enlarging its scope until it included the entire community, the home of the Norwood Civic Association today is the social and recreational center of the town and the members are already considering the extension of the organization to out-lying sections.

The building was a gift to the town by Mr. George F. Willett who for a time supported the work. On January 1st, 1920, the financing was placed upon a community basis. The principal sources of revenue are dues, fees and rentals. One of the excellent features of the membership system is that in addition to individual memberships, there is a family membership—a little less than twice the individual dues—and this admits all members of the subscribing family.

The Board of Trustees, a self perpetuating body into whose hands the care of the building was entrusted by the donor, holds the title to the property but the operating policies are determined by a board of twenty-seven governors made up of the nine on the Board of Trustees, the five Selectmen of the town, six members of the School Committee chosen by the Board of Trustees and seven others chosen from the community at large by the Board.

The activities include gymnasium classes for men, women, boys and girls, æsthetic dancing, social dancing, bowling, swimming, dramatics, household economics, home nursing, canning clubs, cooking classes, sewing classes, Boy Scout and Girl Scout work, forum meetings, lecture and entertainment course, citizenship building activities and all kinds of outdoor athletics. The Board of Trade has its headquarters in the building.

Rumford, Maine

Another particularly successful community building is that known as the Mechanic's Institute at Rumford, Maine. This is a four-story brick structure, with stores on the street floor.

On the second floor are the club rooms, which include a large lounging room with fireplace, a women's parlor, a reading room, card room, billiard room and superintendent's office. The gymnasium, shower baths, bowling alley, kitchen and dining room are on the third floor, and the fourth and fifth floors are given over to suites of rooms which are rented to members.

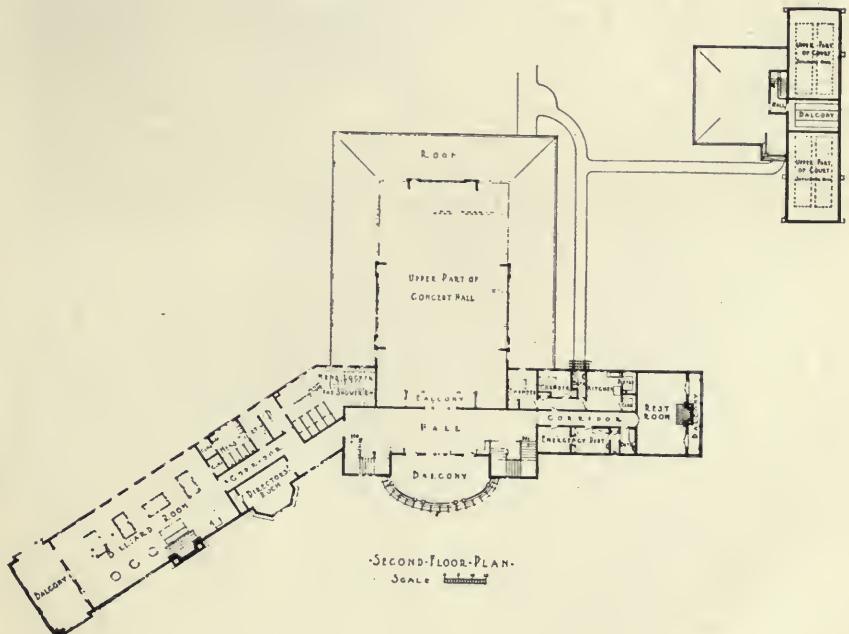
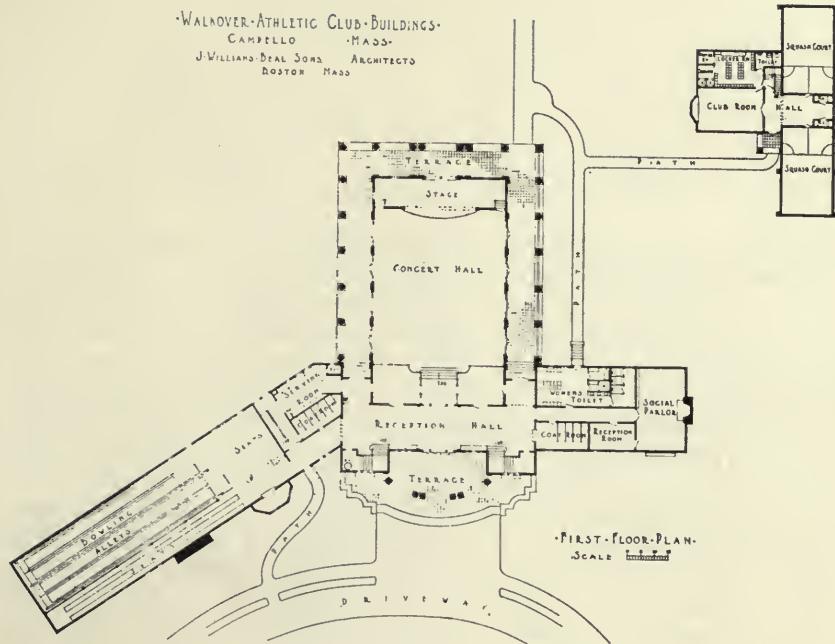
This Institute is supported by general membership of the townspeople. The annual dues for men are \$5.00; for women, \$3.00; for children under sixteen years, \$2.00.

"We have a membership of fourteen hundred," said the superintendent recently, "and the building is used continually. This is a wonderful place. All people, from whatever walk of life, meet on common ground. It has worked out very successfully."



The home of the Walk-Over Club, Brockton, Massachusetts; a gift of Mr. George A. Keith and his sons to their employees. The annual dues are two dollars; and the club is self-supporting except for the salary of the superintendent and the expense of heating. The plans on the following page indicate the extent of the facilities. A thirteen-acre tract of land completely equipped for athletic activities surrounds the building

•WALNOVER-ATHLETIC CLUB-BUILDINGS•
 CAMPBELL MASS.
 J. WILLARD DEAN SONS ARCHITECTS
 BOSTON MASS.



APPENDIX A

Game Evenings

Social games occupy a very important place in the program of a community center. An evening of games is one of the happiest and most successful ways of bringing together people of all ages and helping them to lose their shyness and self-consciousness. The program must, however, be carefully planned and cannot be left to the inspiration of the moment. But after planning for the program, leaders should be ready to change to suit the mood of the gathering. The program should be as well balanced as a program of music. To keep an evening of games up to the desired pitch of interest there should be leaders on hand to initiate new games. An old game is apt to go of itself, but even in this case it is well to have a group in charge who will carry out a definite program. Every member of the group should be free from formality and should see to it that all are drawn into the games as often as possible*

The following arrangement of games is suggested by Mrs. Genevieve Turner Holman :

I. Receiving and Introducing the Guests. The most difficult time of the whole evening is the first half hour, when the guests are arriving. To put guests at ease at once, appoint some genial and popular person to greet each guest. After they have removed their wraps, the leader must give each one something to do at once. Let this be something which makes the guests mingle with each other, talking and laughing. Examples of mixers are a Grand March, Conversational, Yes and No, and Quarter in the Crowd. If it is desired to group the guests in couples, use the following devices: Cut advertisements, conundrums and answers, identify feet or eyes, Mother Goose characters.

II. Games for the Entire Group. Before dividing the group for team games it is important to have two or three games in which all take part in one group. If teams are chosen before everyone has gotten the spirit of taking part, someone is certain to say, "I think I'll watch," or "I am too old to play." Do not give anyone opportunity to drop out. Get everyone up for a grand march and lead them into an active game. Such games are: Ostrich Tag, Three Deep, Blind Man's Buff, Jacob and Rachel, Hindoo Tag.

III. Relay Games. Once the get-together spirit is aroused, the leader may safely divide the groups into teams for relay games, such as

*A list of inexpensive booklets containing directions for all games mentioned will be found at end of section.

Pass Ball, Driving Piggy to Market, Clothespin Race, Indian Club Relay, All Up Relay.

IV. The Special Program. After the relay games the players are usually out of breath and glad to sit down. This is a good time for the special entertainment feature of the evening, such as a speaker, discussion of current events, a play, a reading or singing. If there is no special program, have singing.

V. Games to Music. While it is best not to include modern social dancing in the games program, the well-rounded program may well include some of the many folk and group dances which combine the spirit of the game with the charm of rhythm.

Games to music are usually suitable for use in the early part of the evening; some teaching of them is usually necessary, and there may be some in a group who will not enjoy them as much as the more active games with which the evening should close. In selecting games for adults, choose only those which require the least teaching. Give frequently changes of partners and necessitate only walking, running and skipping steps.

VI. Refreshments. However simple, refreshments give an element of sociability that can be gained in no other way. At some very successful parties only apples or grapes were passed. In one group a committee was appointed at each meeting to arrange refreshments for the next week. Each member in the group contributed five cents to cover the expense. Even in wartime this bought grape-juice, lemons and sugar for punch to serve with wafers. On occasions, more elaborate refreshments may be desirable.

VII. Relaxing Games and Stunts. A well-balanced program should include:

(1) Stunts for the whole group. While the group is still seated, after refreshments, the leader may introduce some stunts for all to do together. The success of these activities depends upon the manner in which the leader directs them. Cracker-Eating Contest, Simon Says, Nose and Ear, Do This—Do That, Buzz, are all good activities for a crowd.

(2) Stunts of Magic. In this group the leader performs a trick for the others to guess how he does it. Sometimes an assistant is required. A leader should practice the stunts until he can perform them cleverly. Pencil and Handkerchief, Moving Pictures, Magic Writing and others might be used.

(3) Can You Do It Stunts. In these the leader tells the players the trick, which looks simple, but it not so simple when they try to do it. These stunts may be used to fill in at any time.

(4) Word and Number Games. These are the games which involve quick thinking of words and numbers. They add enjoyment to any pro-

gram. Use such games as Alphabet, Scouting for Words, Bird-Beast-Fish, Buzz, Ghosts.

(5) Pencil and Paper Stunts. These have been used so much at church and school socials that care must be taken to choose those which are new to the group. The following have proved popular: Music Box, Autograph Mixer, Telegrams.

(6) Goat Stunts. These are some stunts in which one or two are selected as victims, the rest of the group having been informed regarding the plans. Games of this kind should be used with great care, and are best adapted to a group whose members are well acquainted. Never let a sensitive person be embarrassed before a group. On the other hand, a player with a keen sense of humor, who knows the group well, will enjoy the fun at his own expense. Story of Harry, Hot Hand, Barnyard Solo and similar stunts may be used.

VIII. Popular Games. Close with the most popular games. Experience with a group, will show what games to choose. With a new group a leader is safe to choose such games as Alphabet, Scouting for Words, Eloquence Race, Travelers' or Suitcase Relay in Couples and similar games.

IX. Singing. The spirit of the evening can best be expressed by singing and a few good popular songs. "Good Night Ladies" may be a signal for the close of the program.

The following programs are suggested for social game evenings in the gymnasium, auditorium or assembly hall of the community building.

Program I

1. Matching Songs (a mixer)
2. Singing
3. Going to Jerusalem (group game; if music is not possible, substitute Crossing Lake)
4. Dangerous Neighbor (group game)
5. Ankle Tag (group game)
6. Jump Shot (group game)
7. Program
8. Popularity (game to music)
9. Old Dan Tucker (game to music)
10. Jump, Jim Crow (game to music)
11. Refreshments
12. Community Sneeze (stunt for group)
13. John Brown's Baby (stunt for group)
14. Do This, But Don't Do That (stunt for group)
15. Alphabet Game
16. Spoke Relay
17. Umbrella Relay in couples
18. Singing

Program II

1. Who Am I (mixer)
2. Singing
3. Forty Ways of Getting There (group game)
4. Hindoo Tag (group game)
5. All Four Run (group game)
6. Slap Jack—in couples
7. Peanut Passing Relay
8. Weavers' Relay
9. Program
10. Jolly Is the Miller (game to music)
11. Broom March (game to music)
12. Smiles (game to music)
13. Refreshments
14. Story of Harry (relaxing stunt)
15. Walking a Straight Line (a "Can You Do It?" stunt)
16. Jug Handle (contest for two)
17. Dog Collar ("goat" stunt)
18. Potato Race (a popular game)
19. Elopement Race (a popular game)
20. Co-ed Tag (a popular game)
21. Singing

A list of the games and activities mentioned under Game Evenings are to be found in the following inexpensive publications which may be secured through Community Service:

<i>What Can We Do? (Social Games)</i>	\$.25
<i>Community Recreation</i>	\$.35
<i>Games and Dance Figures</i>	\$.20
<i>Suggestions for Games, Athletic Events and Stunts for Boys and Young Men</i>	\$.20

Other games referred to will be found in:

<i>Games for the Country, Pennsylvania State College of Agriculture</i>	\$.10
<i>Play Days in Rural Schools, Extension Service, University of Wisconsin</i>	\$.05

There are many other books, such as *Social Games and Group Dances*, by Elsom and Trilling; *Ice Breakers*, by Edna Geister, and *Producing Amateur Entertainments*, by Helen J. Ferris, which are exceedingly valuable in planning programs.

APPENDIX B

Suggested Constitution and By-Laws FOR A Community Building Association

Form Number One

CONSTITUTION

Preamble

We, residents of and vicinity, in meeting assembled, in order to promote the spirit of public service and wholesome recreation, do hereby form ourselves into an Association whose principal object shall be: to erect a suitable community building, and to maintain such building as a gathering place, open to all the people, which may provide facilities for mental and physical growth, for fellowship and recreation, for civic service, and for enjoyment of the arts. We pledge that this Association, while affording a hearing to all, will not attempt by formal action to bind its members to advocacy of, or opposition to, any measure. To this end we establish the following Constitution and By-Laws, and direct that those who shall be elected as Trustees thereunder do forthwith take such steps as may be necessary under the laws of the State of to incorporate this Association.

Article I—Name

This organization shall be known as The Community Association of

Article II—Object

The object of this Association shall be: to provide a permanent community home, open to all people and to all non-partisan, non-sectarian organizations devoted to recreational, civic, art, educational, and other activities looking to the common good.

Article III—Membership

All residents of and vicinity over eighteen years of age who comply with the provisions set forth in the By-Laws shall be eligible to membership in this Association.

Article IV—Government

The government of this Association shall be vested in a Board of (9 to 25) Trustees to be elected by a direct vote of the members and responsible directly to them for the construction, maintenance and management of the Community Building. The manner of their election, their duties and powers shall be as provided in the By-Laws.

Article V—By-Laws

By-Laws, as hereinafter provided, shall, with this Constitution, be the governing instruments for the administration of this Association.

Article VI—Amendments

This Constitution may be amended, either by mail referendum or at a regular or special meeting called for that purpose, provided the following conditions have been fulfilled:

1. The notice of the proposed amendment must be mailed to each member not less than thirty days in advance of a general meeting at which it may be discussed.

2. The amendment may be voted on at this meeting, provided one-third of the members are present; otherwise the amendment must be submitted to all members by mail not less than twenty nor more than forty days thereafter, or at a regular or special meeting to be held not less than twenty nor more than forty days thereafter, as the Board of Trustees may determine.

3. By whatever method submitted, an amendment must poll an affirmative vote of two-thirds of the qualified members voting, in order to be effective.

BY-LAWS

Article I—Membership

Membership in this Association shall be of four classes—resident, non-resident, individual and family.

All residents of may become members by payment of annual dues of \$.....

An entire family may become members by payment of an annual family due of \$.....

Children under 15 may become members on payment of \$..... annual dues.

All adult resident members shall be qualified to vote at the annual meeting in the election of trustees and in the transaction of such other business as may be presented.

Article II—Election (alternate forms A or B)

A

1. The Trustees, provided for in Article IV of the Constitution, shall be nominated and elected annually in the manner hereinafter described, the election to be completed on the day of

2. (a) Nominations shall be made prior to the election by means of a direct primary. A ballot accompanied by the membership list shall be mailed to all members, from which list each member may designate (Y) candidates.

(b) The (Z) receiving the highest number of votes in the primary shall be declared nominated, and their names be placed on the official ballot. At the official election the (Y) candidates receiving the highest number of votes shall be declared elected.

3. In case of a tie in the last place, either in the primary or official election, the selection shall be made by lot, under the direction of the Committee in charge of the election.

B

1. The Trustees provided for in Article IV of the Constitution shall be nominated by petition, the signatures of (X) members being required. No member's signature may be counted on more than one petition, and it shall be regarded as valid only on that one first filed, at the place designated.

2. The names of the nominees shall be printed in alphabetical order on an official ballot, which shall be mailed to each duly qualified member and on which he shall indicate by numerals his first, second, third and other choices as he desires, although his vote will count but once.

3. The election and the count of the ballots shall be according to the Hare system of proportional representation.

The members shall vote by mail or in person, by secret ballot in conformity with such additional rules and regulations as the Board of Trustees may adopt.

Vacancies in the Board of Trustees shall be filled by the Board for the unexpired term.

The Board of Trustees shall have power to review and decide questions of eligibility among their own members.

Article III—Officers

Within ten days after the election, the Trustees shall meet and elect officers for the ensuing year: a President, one or more Vice-Presidents, a Secretary, and a Treasurer. All the officers must be members of the Board of Trustees except the Treasurer, who need not be a member of the Board.

The duties of the officers shall be such as their titles by general usage would indicate, and such as required by the law, and such as may be assigned to them, respectively, by the Board of Trustees from time to time.

The Board of Trustees may employ a Manager, and provide for assistants, and determine the compensation to be paid for their services.

The Treasurer and the Manager shall each furnish surety bonds in such amounts as the Board of Trustees shall deem necessary, the cost to be paid by the Association.

Article IV—Committees

The Board of Trustees shall authorize and define the powers and duties of all Committees.

The President shall appoint all Committees, subject to confirmation by the Board of Trustees.

Article V—Meetings

The annual meeting of the Community Building Association shall be held on the in of each year, at the Community Building, at an hour to be designated by the Board of Trustees.

Meetings of the members may be held at such other times as the President or the Board of Trustees may determine, or upon the written request of five per cent of the members in good standing, provided that when called otherwise than by the President or the Board of Trustees, the notice shall contain a statement of the purpose of the meeting and shall be issued at least two days preceding the meeting.

At all meetings, five per cent of the members in good standing shall constitute a quorum.

The Board of Trustees shall meet at regular periods. Absence from three consecutive regular meetings without an excuse deemed valid, and so recorded by the Board of Trustees, shall be construed as a resignation.

A special meeting of the Board of Trustees may be called at any time by the President or by the three Trustees, provided that when called otherwise than by the President, a call shall be issued to each Trustee stating the purpose of the meeting, not less than three hours preceding the meeting.

At all meetings of the Board of Trustees a majority shall constitute a quorum.

All questions of parliamentary procedure shall be settled according to Roberts' Rules of Order.

Article VI—Funds

The Board of Trustees shall have power to solicit and obtain subscriptions in cash or in bonds for a building fund, and therewith to pro-

cure the erection of the memorial provided for in the Constitution and By-Laws.

The Board of Trustees shall also have power, and is hereby directed, to circulate each year a summary of the Association's activities and to solicit contributions from the residents of and vicinity, which, with other available revenues, shall constitute the maintenance fund out of which all building, maintenance and operating expenses of the Association shall be met.

The Board of Trustees shall also have power in its discretion to lease portions of the Community building to other non-profit organizations engaged in work for the common welfare, and to determine the compensation to be paid therefor.

The Board of Trustees shall also have power to purchase, hold, sell, lease or mortgage real estate, to incur debts, giving therefor notes of the corporation signed by one or more officials duly authorized by the Board for that purpose, and may enter into contracts of any kind furthering the purpose of the Association.

The fiscal year shall end the day of

Article VII—Building

It shall be the duty of the Board of Trustees to provide rules for the management of the building and the conduct of the people who may use it.

It shall be the duty of the Board of Trustees to maintain such building in proper repair and in condition for public use at all reasonable hours.

Article VIII—Amendments

These By-Laws may be amended by mail referendum or by a majority vote of the members in good standing in attendance at any regular meeting or any special meeting called for that purpose, provided that such proposed amendments shall be plainly stated in the call for the meeting at which they are to be considered.

Notice of meetings at which such amendments are to be considered must be given at least ten days prior to the time of the meeting.

FORM NUMBER TWO

Community Corporation

A second form of organization may follow that of a regular corporation. In such case the instruments of government will depend upon the local state laws, and may consist of Articles of Incorporation, followed by By-Laws. The Articles of Incorporation may set forth purposes similar to those in the Constitution of Form Number One, and the By-Laws of Form Number One may be used with certain modifications.

The capital stock may be sufficient for both construction and endowment funds, or for construction funds only. The shares of stock should be in small denominations, and the sale to a single holder limited as to amount.

APPENDIX C

Industrial Athletic and Recreation Association, Inc., of Rochester, N. Y.

CONSTITUTION

Article I—Name

This Association shall be known as the Industrial Athletic and Recreation Association of Rochester, N. Y. (incorporated under the laws of the State of New York).

Article II—Object

Section 1. The object of this Association shall be to promote Amateur and eliminate Professional and Semi-Professional Athletics, Sports and Recreation in their various forms, among its members; to institute, provide and supervise such forms of educational propaganda and work, including training and coaching either individually or in groups or classes, as may be necessary to enable them to participate in recreational benefits and enjoyment, to assist all patriotic causes, to secure the up-building of health and the social and moral welfare of its members.

Section 2. It shall be non-sectarian and non-political.

Section 3. It shall not be operated for financial profit.

Article III—Officers

Section 1. The officers of this Association shall be President, First Vice-President, Second Vice-President, Secretary and Treasurer, who shall be elected from and by the Board of Directors.

Section 2. The officers shall be elected at the first annual meeting of the Board of Directors, which shall not be later than February first.

Section 3. At the expiration of his term of office, the retiring president of the Association shall become automatically an ex-officio officer of the Association, with advisory powers, for the ensuing year, that the Association may benefit by and from his experience while in office.

Article IV—Advisory Board

Section 1. Members of the advisory board shall consist of the executive heads of constituent members or their properly accredited representatives and the officers of the Association.

Article V—Board of Governors

Section 1. The Board of Governors shall consist of one representative from each constituent member to be appointed by the executive head of the member company. This body shall elect a chairman, vice-chairman and secretary from among its members.

Article VI—Executive Council

The Executive Council shall be composed of two representatives, preferably one man and one woman, from each constituent member. The method of selecting or appointing these representatives shall be discretionary on the part of the constituent member. The officers of this Council shall be the Chairman, Vice-Chairman and Secretary.

Article VII—Board of Directors

Section 1. The Board of Directors shall consist of the officers of the Executive Council and of the Board of Governors, plus two additional members to be elected by each body at the annual meeting, making a total of ten members, five members from each body, who shall comprise the Board of Directors. The Board of Directors shall elect a President, Vice-President, Second Vice-President and Secretary and Treasurer from among its own members. The officers of the Board of Directors shall be the Association officers and shall preside at all joint meetings of the Board of Governors and the Executive Council.

Article VIII—Membership

Section 1. Membership of the Association shall consist of three classes: Constituent, Active and Honorary.

Section 2. Constituent Membership. Any manufacturing industry of Rochester or vicinity shall be eligible for constituent membership. Application for such membership shall be presented to the Chairman of the Board of Governors and passed upon by that body, a four-fifths vote being required for election to membership.

Section 3. Active membership. Any employee of a constituent member is eligible to active membership and upon request will receive a membership card which shall entitle him to the full benefits accorded active members in the association.

Section 4. Honorary membership. Honorary membership may be extended to persons, who, in the opinion of the Board of Directors, are entitled to such honor.

Section 5. Honorary members shall be exempt from dues and ineligible to hold office or vote.

Article IX—Dues

Section 1. Initiation Fee. All companies who are admitted as constituent members upon the vote of the Board of Governors shall pay an initiation fee of \$50.00 payable in advance.

Article X—Management

Section 1. The management of the Association shall be vested in the Board of Directors as provided for in the by-laws.

Article XI—Meetings

Section 1. Meetings of the Executive Council shall be held at least twice a year on the call of the Chairman.

Section 2. Meetings of the Board of Governors shall be held at least twice a year on the call of the Chairman.

Section 3. There shall be at least one joint annual meeting of the Board of Governors and the Executive Council, to be held on the second Tuesday of January.

Section 4. Special meetings of the Executive Council may be called by the Chairman or upon written request of ten members of the Executive Council.

Section 5. Special meetings of the Board of Governors may be called by the Chairman or upon written request of five members of the Board of Governors.

Section 6. The fiscal year shall be January 1st to December 31st, inclusive.

Article XII—Quorum

Section 1. A majority of the members of the Board of Directors, Board of Governors, and the Executive Council, shall constitute a quorum for each body for the transaction of any business.

Article XIII—Property

Section 1. The legal title to all property, effects and assets shall be vested in the Board of Governors.

Article XIV—Committees

Section 1. The President shall appoint such standing and special committees as may be deemed necessary to conduct the affairs of the Association's various activities. The Board of Directors of the Association shall be ex-officio members of all committees.

Article XV—Contests and Entertainments

Section 1. All contests, entertainments and activities of the Association shall be under the general direction of committees as provided for in the Constitution and By-Laws.

Article XVI—Membership of Teams and Infraction of Rules

Section 1. Only such members as are employees of constituent members who have been regularly employed and have put in the required daily working hours in the factory, plant or place of business of said constituent member shall be allowed to play on any team representing any constituent member or enter any competitive sport arranged by or held under the jurisdiction of the association, subject to the following conditions.

Any employee who has not played on any team in the Association is eligible to play on any team representing any constituent member or enter any competitive sport arranged by or held under the jurisdiction of the Association, after he has been regularly employed and put in the required number of daily working hours in the factory, plant or place of business of said constituent member for ten days or more.

Any employee who has represented any constituent member and has entered any competitive sport arranged by or held under the jurisdiction of the Association, and then leaves the employ of such constituent member to enter the employ of another constituent member is eligible to play on the team representing the latter constituent member after he has been regularly employed and put in the required number of working hours for the period of one full month.

Section 2. No member of any team or competitor in any branch of sport or other activities of the Association shall receive for his skill in or knowledge of such sport or activities, extra compensation of any kind from the constituent member.

Section 3. Infraction of rules shall automatically disqualify an active member from participating in any competitive sport arranged by or held under the jurisdiction of the Association for such period of time as may be determined by the Executive Council.

Section 4. Any violation of the above sections of Article 16 by a constituent member, shall be considered cause to disqualify such constituent member from further activities of the Association for a period of such time as shall be deemed advisable by the Board of Governors.

Article XVII—Resignations or Vacancies

Section 1. Resignations of a constituent member shall be made to the chairman of the Board of Governors in writing and acted upon as provided for in the by-laws.

Article XVIII—Amendments

Section 1. To amend the constitution, the proposed amendment must be subscribed to by ten members of the Executive Council and ten members of the Board of Governors and presented at any regular or special meeting of these respective bodies, to be acted upon by each body at their next regular or special meeting.

Section 2. A two-thirds vote of the members present (quorum) at any regular or special meeting of the Executive Council or Board of Governors shall be necessary to affirm or reject any proposed amendment.

Section 3. Amendments must be passed by both bodies to become effective.

Article XIX—Order of Meetings

Section 1. Roberts' Rules of Order of meetings shall govern the proceedings of all meetings of this Association.

BY-LAWS

Article I—Officers of Executive Council

Section 1. Chairman. The Chairman of the Executive Council shall preside at all meetings of the Executive Council and shall exercise the usual jurisdiction of a presiding officer.

Section 2. Vice-Chairman. The Vice-Chairman shall assume the duties of and preside in the absence of the chairman and shall also assist the chairman in his various duties of supervision.

Section 3. Secretary. The Secretary of the Executive Council shall notify all Executive Council members of their election to office or membership on committees, shall issue all authorized notices to members of the Executive Council, shall make and keep a true record of all proceedings and other matters which may come before that body.

Article II—Officers of Board of Governors

Section 1. Chairman of Board of Governors. The Chairman of the Board of Governors shall preside at all meetings of the Board of Governors and shall exercise the usual jurisdiction of a presiding officer.

Section 2. Vice-Chairman. The Vice-Chairman shall assume the duties of and preside in the absence of the chairman and shall also assist the chairman in his various duties of supervision.

Section 3. Second Vice-President. The second Vice-President shall notify all constituent members of their election to membership, shall issue all authorized notices to constituent members, and shall make a copy and true record of all proceedings and other matters which may come before the Board of Governors.

Article III—Officers of Board of Directors

Section 1. President. The President of the Board of Directors shall preside at all meetings and shall exercise the usual jurisdiction of a presiding officer.

Section 2. Vice-President. The Vice-President shall assume the duties in the absence of the president and shall also assist the president in his various duties of supervision.

Section 3. Second Vice-President. The second Vice-President shall assume the duties in the absence of the President and Vice-President and shall also assist the President in his various duties of supervision.

Section 4. Secretary and Treasurer. The Secretary and Treasurer shall issue all authorized notices and shall make a copy and true record of all proceedings and other matters which may come before the Board of Directors. He shall supervise all financial matters of the Association through the Auditor as provided for in these by-laws.

Article IV—Board of Directors

Section 1. The Board of Directors shall be the governing body of the Association with full power and authority to promote the objects for which it is incorporated.

Article V—Board of Governors

Section 1. The Board of Governors shall take an active interest in all Association matters and policies with full authority to act for their respective companies. The Board of Governors shall have the right to review on all executive council proceedings.

Section 2. The Board of Governors shall pass upon all applications for constituent membership as provided for in the Constitution.

Section 3. The Board of Governors shall employ a Business Manager and an Auditor. The Auditor shall be placed under a \$5,000 Bond, such bond to be procured from a duly authorized fidelity or guaranty company and paid for by the association. The Auditor and Business Manager shall receive such compensation as the Board may agree upon, and shall serve during the pleasure of the Board.

Article VI—Executive Council

Section 1. The Executive Council shall carry out the program outlined by the Board of Directors of the Association and shall assume full responsibility for the carrying out of this program through committees appointed by its Chairman. Members of the Board of Governors are eligible for membership on these committees.

Article VII—Business Manager

Section 1. The Business Manager shall, under the direction and control of the Board of Governors, keep regularly entered in proper books records true and accurate of all votes, acts and proceedings of the Board of Directors, the Board of Governors, Executive Council and all standing and special committees, and issue all notices that will be required. He shall have charge of the seal, books, papers and property of the Association, keep a complete list of the names and addresses of all the constituent members of the Association, conduct and keep proper record of all correspondence of the Association and perform or delegate such other duties as the Board of Governors or Board of Directors shall from time to time direct, not incompatible with the Constitution and By-laws. He shall appoint additional employees of the Association and fix their compensation, subject to the approval of the Board of Governors.

Article VIII—Auditor Financial Records

Section 1. The Auditor shall receive all monies of the Association, giving his receipt therefor and shall disburse same only on written order of the Business Manager, countersigned by the Secretary and Treasurer. He shall countersign all checks which must be signed by the Secretary and Treasurer. He shall care for and preserve vouchers for the payment of money and security of every kind belonging to the Association. He shall render a monthly report to all constituent members and at the annual meeting of the Association shall render a report, which has been audited and approved by the Board of Directors before presentation. He shall give bond as prescribed for in these by-laws in faithful performance of his duties. He shall do such clerical or other work as may be prescribed by and under the direction of the Business Manager, not incompatible with the Constitution and By-laws.

Article IX—Application for Constituent Membership

Section 1. Application for Constituent membership must be in writing signed by an executive of the company making such application and presented or delivered to the Secretary of the Board of Governors who shall present same at next meeting of the Board.

Section 2. Application shall be passed upon by ballot of the members (quorum) present at such meeting, a four-fifths vote being necessary to elect or reject applicant.

Article X—Annual Reports

Section 1. At the joint annual meeting to be held in January of each year, the President of the Board of Directors shall through the Secretary make a detailed annual report for the fiscal year, ending December 31st.

Article XI—Records and Papers

Section 1. All books, papers and records of the Association shall be at all reasonable times open to the inspection of any constituent member or his duly appointed representative.

Article XII—Vacancies: Officers

Section 1. Whenever any vacancies shall occur among the officers of the Board of Directors, Board of Governors or the Executive Council, the vacancies shall be filled by the respective bodies at their next meeting.

Section 2. Absence from three consecutive meetings without satisfactory excuse shall be deemed sufficient cause for declaring a vacancy.

Article XIII—Election

Section 1. The annual election for both the Board of Governors and the Executive Council shall be held in the month of January at the annual meeting, each body acting individually.

Section 2. During the month of November, the Board of Governors and the Executive Council shall each appoint a nominating committee of at least five members. These committees shall nominate candidates for the annual election of officers for their respective bodies and two additional members, making a total of five for each body who shall represent their respective bodies on the Board of Directors.

Section 3. Additional nominations for any office must be made to the secretary of their respective bodies in writing, one week before election, by at least three members qualified to vote for such.

Section 4. Election shall be by ballot conducted by tellers appointed by the respective chairmen, none of whom shall be officers of the Association or candidates for offices of same.

Section 5. Officers shall take office immediately after election.

Article XIV—Colors and Insignia

Section 1. The colors of the Association shall be light blue, white and yellow.

Section 2. The insignia of the Association shall be the Seal of City of Rochester with name of Association surrounding same.

Article XV—Property

Section 1. Injury to the property of the Association other than ordinary wear and tear shall be paid for by the member causing it.

Article XVI—Amendments

Section 1. Amendments to these by-laws shall be made in the same manner as amendments to the Constitution.

Article XVII—Order of Business

Section 1. The following order of business shall be observed at all regular meetings:

1. Call to order
2. Roll call
3. Minutes of preceding meeting
4. Reading of applications and balloting thereon
5. Introduction of new members
6. Report of Secretary
7. Report of Treasurer
8. Report of Committees
9. Unfinished Business
10. New Business
11. Election of Officers
12. Adjournment

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Producing Amateur Entertainments. Helen J. Ferris, E. P. Dutton and Company, 681 Fifth Avenue, New York. \$2.00

Social Games and Group Dances. J. C. Elsom and Blanche M. Trilling. Lippincott Company, Philadelphia. \$1.75

Games. George W. Draper. Association Press, 347 Madison Avenue, New York City. \$1.00

Icebreakers. Edna Geister. Woman's Press, 600 Lexington Avenue, New York City. \$1.35

Social Evenings. Amos R. Wells. United Societies of Christian Endeavor, Boston and Chicago. \$.60

Neighborhood Entertainments. Renee B. Stern. Macmillan Company, 64 Fifth Avenue, New York City. \$1.75

Social Activities for Men and Boys. Albert M. Chesley. Association Press, 347 Madison Avenue, New York City. \$2.15

Dances of the People. Elizabeth Burchenal. Schirmer Music Company, 7 East 43rd Street, New York City. \$1.50

Folk Dancing as Social Recreation for Adults. Elizabeth Burchenal, Playground and Recreation Association, 1 Madison Ave., New York. \$.15

Games and Dance Figures. Playground and Recreation Association of America, 1 Madison Avenue, New York. \$.20

Games and Dances. Wm. A. Stecher. McVey, Philadelphia. \$2.75

Games for Playground, Home, School and Gymnasium. Jessie Bancroft. Macmillan Company, 64 Fifth Avenue, New York City. \$2.40

Handbook of Athletic Games. Bancroft and Pulvermacher. Macmillan Company, 64 Fifth Avenue, New York City. \$2.00

Spalding Athletic Series. A. G. Spalding & Company, New York City. (Information on equipment and rules for indoor and outdoor games and sports)

Community Recreation. Association Press, 347 Madison Avenue, New York City. \$.35

Some Notes on the Construction and Administration of Swimming Pools. Joseph F. Raycroft. Playground and Recreation Association of America, 1 Madison Avenue, New York City. \$.20

Patriotic Plays and Pageants. Constance D'Arcy Mackay. Henry Holt, 19 West 44th Street, New York City. \$1.40

First Steps in Community Center Development. Clarence A. Perry. Russell Sage Foundation, 130 East 22nd Street, New York City. \$.10

Community Center Activities. Clarence A. Perry. Russell Sage Foundation, 130 East 22nd Street, New York City. \$.60

Girls' Clubs. Helen J. Ferris. E. P. Dutton & Company, 681 Fifth Avenue, New York City. \$2.00

Practical Handbooks

Issued by Community Service
1 Madison Avenue, New York City

Community Recreation

Presents the most salient facts regarding the municipal recreation movement. It discusses various form of recreation administration, legislation, budgets and finances, the responsibilities of recreation superintendents, the necessary qualifications for leadership, the management of the individual system, the individual playground, the recreation center and various forms of community activities. Price \$.30

Comrades in Play

Describes the many activities which young men and young women may enjoy together in their leisure time. It contains descriptions of social recreation, educational, cultural and art activities which have been gleaned from actual experience in many localities. Price \$.30

Layout and Equipment of Playgrounds

Brings together valuable suggestions, based on experience, regarding the laying out of playgrounds, the selection and placing of equipment and the construction of home-made apparatus. The plans contained in the appendix are especially helpful. Price \$.30

Community Music

Discusses the organization of a community for community music. It gives suggestions for making a musical survey, conducting sings, organizing training schools for song leaders, selecting music, planning of community music programs and folk songs and dances. Price \$.50

Rural and Small Community Recreation

Contains valuable material for workers in rural and small communities. Program for family and neighborhood gatherings, suggestions for social evenings at the recreation center, outlines of special holiday celebrations, descriptions of field days and play picnics and suggestions for dramatic activities make this an unusually practical handbook. Price \$.50

Summer Camps—Municipal and Industrial

Describes the organization and administration of camps which have been in operation for a number of years. Daily programs, hints for campfire evenings and camp menus which have been found satisfactory are suggested. Price \$.30

Pioneering for Play

Outlines methods of carrying on community recreation campaigns. In addition there are given slogans, quotations regarding the values of rec-

reation, pertinent facts, stories and anecdotes, poster and display material, samples of publicity used by various communities, and contrast pictures; making the booklet intensely practical. Price \$.30

"What Can We Do?"

Contains games and activities for social gatherings. Price \$.25

Games and Play for School Morale Price \$.25

Community Drama

Contains suggestions on organization for dramatic activities with information regarding dramatic centers, open-air theaters, children's dramatics, drama in rural districts, pageantry and many other phases of the dramatic program. A very practical chapter on *Play Production* with suggestions for scenery, costumes and inexpensive lighting, together with lists of plays for various community groups, add greatly to the value of the booklet.

Price \$.60

Recreative Athletics

Has chapters on organization and administration of athletics for playgrounds, grammar schools, high schools and industries. The athletic badge tests and group athletics, tournaments, park and field meets, water sports, winter sports and industrial and church athletic organization, are among the topics discussed in terms of the needs of the paid and volunteer athletic director and play leader.

Price \$.40

Pamphlets

Available free of charge through Community Service are the following pamphlets, which will be of special interest to industrial communities in planning for buildings:

Bulletin No. 1. What sort of War Memorial?

Bulletin No. 2. A Living Memorial

Bulletin No. 3. The Planning, Managing and Financing of Memorial Community Houses

Bulletin No. 4. Existing Community Houses

Bulletin No. 5. Existing Public Auditoriums

Bulletin No. 6. Provision for Art, Music and Drama

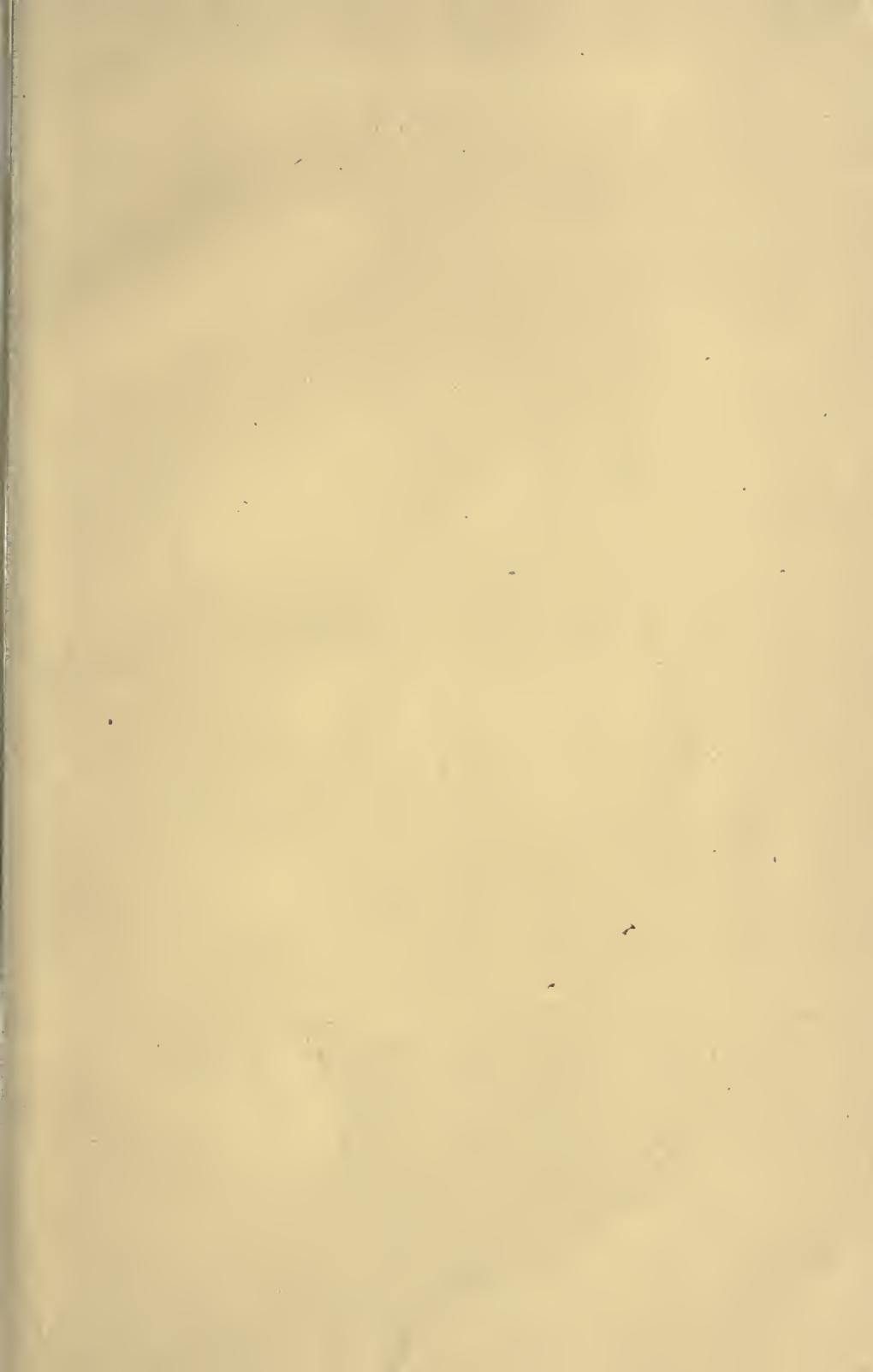
Bulletin No. 8. Memorial Features in Community Buildings

Bulletin No. 9. The Architecture of Memorial Community Houses

Bulletin No. 10. Architecture of Large Memorial Buildings

Bulletin No. 12. Food Service in the Community Memorial Buildings





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